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Proposed programme budget for the biennium 2008-2009

Revised estimates relating to the proposed programme budget for the biennium 2008-2009 under section 1, Overall policymaking, direction and coordination, section 3, Political affairs, section 28D, Office of Central Support Services, and section 35, Staff assessment, related to the strengthening of the Department of Political Affairs

Report of the Secretary-General

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I. Overview

1. Preventive diplomacy is a core function of the United Nations and is central to the Secretary-General's role. The prevention of violent conflict is key to the Organization's Charter obligations to maintain international peace and security. The value and relevance of the Organization will, in many ways, be judged by how well this central role is performed.

2. Within the United Nations, the Department of Political Affairs has primary responsibility for carrying out preventive diplomacy and supporting the Secretary-General's good offices function. While the Secretary-General believes there is strong demand to step up and systematize the Organization's work on prevention, prospects for success are slim unless the chronic and well documented under-resourcing of this strategic part of the United Nations Secretariat is redressed. The proposals contained in the present report are long overdue and of critical importance. They are designed to correct the imbalance between the demands placed on the United Nations and the means to carry them out, aiming to strengthen the Department of Political Affairs so that it can be a more proactive and effective platform for preventive diplomacy and good offices, including mediation, in the service of Member States. While none of these proposals will alter the core objectives of the Department as laid out in the proposed programme budget for the biennium 2008-2009 (A/62/6 (Sect. 3)), they will provide the necessary resources to meet ever-expanding expectations and mandates[1] and allow the United Nations to deliver more reliably and more credibly on its core Charter obligations related to peace and security.

3. For example, in its resolution 57/337, the General Assembly recalled the need to strengthen the capacity of the United Nations for early warning, collection of information and analysis. In its resolution 61/230, the Assembly recognized the important role of the good offices of the Secretary-General in Africa and encouraged the Secretary-General to use mediation as often as possible to help solve conflicts peacefully. Another such expectation was expressed as recently as August 2007, when the Security Council encouraged the Secretary-General to improve the Secretariat's early warning, mediation support and other preventive activities in Africa and around the world.[2] Similarly, the Council, in its resolution 1625 (2005), adopted at the level of Heads of State, requested the Secretary-General to assist countries at risk of armed conflict in performing strategic conflict risk assessments, in implementing the measures agreed by the concerned countries, in enhancing national dispute management capacities and in addressing the root causes of armed conflict. In the same resolution, the Council requested regular reports and analysis of developments in regions of potential armed conflicts, particularly in Africa and, as appropriate, a presentation of ongoing preventive diplomacy initiatives.

4. The current level of resources in the Department of Political Affairs constrains the Organization's ability to deliver on these mandates. With the present report, the Secretary-General is seeking to further strengthen the peace and security

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[1] For example, according to the in-depth evaluation of political affairs made by the Office of Internal Oversight Services (E/AC.51/2006/4), since 1990 there has been a sixfold increase in United Nations preventive diplomacy missions and an elevenfold increase in the number of States subject to United Nations sanctions.

[2] See S/PRST/2007/31.

infrastructure of the United Nations. Following the restructuring of the Department of Peacekeeping Operations and the creation of the Department of Field Support, the strengthening of the Department of Political Affairs is the next vital step in his effort to meet the increasingly heavy and complex responsibilities assigned to the Organization by Member States in the area of peace and security. The reforms to the Organization's peacekeeping apparatus were an essential first step. Now focus must be put on its capacity to prevent and resolve conflict — a better investment than dealing with the costly aftermath of war and a critical investment to ensure the billions of dollars spent on development by Member States, the international financial institutions and the United Nations itself are not wasted when armed conflict or war erupts.

5. The Secretary-General proposes to reconfigure the current structure to make the Department of Political Affairs more field-oriented and less bound to the desk. Adequate resources need to be provided to make this concept workable and to ensure better cooperation and liaison with partners both inside and outside the Secretariat and to strengthen the Organization's work on areas of tension and possible conflict, so that it is better positioned to detect problems and devise and implement diplomatic solutions. To that end, the present report proposes strengthening the Department's regional coverage, first at Headquarters and with the full collaboration of Member States and regional organizations, through a small network of regional offices. Such changes will also increase the Department's capacity to offer political advice on cross-cutting issues and reinforce specific management, coordination and support functions to improve accountability and effectiveness. These modest yet important changes are accompanied by plans for more efficient use of existing resources and a more strategic approach to partnerships with regional organizations.[3] They also take into account capacity in and enhanced links to other parts of the United Nations system. With these enhancements, the Secretary-General is confident that his ability and that of his Special Envoys to provide good offices in the prevention and resolution of disputes will stand on firmer ground. These proposals will also go a long way to providing a stronger backbone for the Organization's collective efforts in peace and security.

6. The intention of the Secretary-General in making these proposals is to respond to the increased calls from both Member States and regional organizations for support to their own efforts to prevent conflict and to peacefully settle disputes. As noted above, the Secretary-General is also well aware of the exhortations of both the General Assembly (see resolution 57/337) and the Security Council (see S/PRST/2007/31) to enhance the capabilities of the United Nations in prevention and mediation.[4] The proposals draw extensively on a series of recent, independent reports that identified the under-resourcing of the Department of Political Affairs as a critical weakness in the Organization, undermining its ability to serve Member States. These reports include the in-depth evaluations of the Office of Internal Oversight Services (OIOS) of political affairs (E/AC.51/2006/4 and E/AC.51/2007/2) in response to the request by the Committee for Programme and Coordination at its forty-fourth session, of which many findings were endorsed by the Committee (see A/61/16 and A/62/16) and "A more secure world: our shared responsibility", the report of the High-level Panel on Threats, Challenges and

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[3] In this regard, see Security Council resolution 1631 (2005), para. 8.

[4] See also General Assembly resolutions 57/337 (para. 15) and annex, paras. 35 and 36) and 61/230 (paras. 4 and 15).

Change (see A/59/565), together with the consequent outcome document of the 2005 World Summit (General Assembly resolution 60/1). Less recent but no less pointed was the 2000 report of the Panel on United Nations Peace Operations, otherwise known as the Brahimi report (see A/55/305-S/2000/809).

Role of the Department of Political Affairs: critical responsibilities, insufficient means

7. Much of the work of the Department of Political Affairs in preventive diplomacy and good offices is discreet by design, owing to the sensitive nature of diplomacy in situations of potential conflict. This lack of visibility has contributed to an insufficient understanding or appreciation of the critical role that the Department plays within the Secretariat and its extensive support of the Secretary-General's own political-diplomatic responsibilities. Its preventive diplomacy functions lie at the very core of the Charter of the United Nations and the quality and reach of its work are key to how Member States and the public at large view the effectiveness of the Organization. The Secretary-General has come to the conclusion that while the Department includes many extremely talented people and has had notable successes, its severe resource constraints keep it from playing, to the extent it should, the role Member States and he deem to be essential.

8. The Department of Political Affairs is the support structure and the operational arm for the good offices and preventive capabilities of the Secretary-General. The Secretary-General counts on the Department to keep him informed of potential conflict situations around the world, to provide strategies on ways to keep tensions from spilling over into bloodshed or escalating and to carry out those strategies, as needed. The Department's recommendations may include the use of good offices, mediation and preventive diplomacy by the Secretary-General or by his Envoys and Representatives. Staff of the Department must often travel to the region to carry out these missions themselves, or to prepare and support missions by the Secretary-General or his Envoys. To give only a very few recent examples: the decision of the Secretary-General last year to appoint a Special Envoy to assist in the peace process in northern Uganda grew out of a recommendation by the Department based on its analysis of the situation and its identification of an opportunity for the United Nations to assist. That proposal has already paid dividends in reinforcing these crucial negotiations to end a long and brutal conflict. The Department and its regional political mission in West Africa were deeply involved in one of the most widely acknowledged cases of successful prevention in recent years — the peaceful resolution of the border conflict between Nigeria and Cameroon. The dispatch of the Special Adviser of the Secretary-General for Myanmar on an urgent basis to help reduce tensions in late September was a mission shaped, supported and staffed by the Department. Nepal is another case where a proactive approach by the Department can make a big difference in helping the United Nations prevent and resolve conflict. With extraordinary funds that were made available to the Department, staff were able to deploy frequently to Nepal for several years and to interact with the parties before the signing of the peace agreements. This helped to build confidence in the United Nations and, by 2006, helped to position the Organization to play its current role, at the request of the parties, in assisting Nepal to carry its peace process forward. The Organization has been approached for many other such opportunities, but is unable to provide the necessary support given resource constraints.

9. At the same time that it focuses on preventive diplomacy and good offices, the Department of Political Affairs — and in particular its regional Divisions — bears other fundamental responsibilities. The Department provides political guidance and oversight to a growing number of special political missions in complex environments around the world; the lack of any kind of support arrangement for backstopping activities of these missions has meant that backing for them comes at the expense of longer-term and more strategic work in support of preventive diplomacy and good offices. Among the field operations currently overseen by the Department are, for example, the special political missions for Iraq, Somalia, Lebanon, the Middle East peace process, West Africa, the Central African Republic, Guinea-Bissau and Nepal. The Department was also instrumental in the design and establishment of the United Nations International Independent Investigation Commission in Lebanon and is currently working with the Government of Guatemala to establish an innovative international commission to fight impunity in that country. The Department staffs the Personal Representative of the Secretary-General now engaged in an intensive new phase of United Nations-mediated talks on Western Sahara. As the political track on Darfur intensifies in the coming months, so too will the responsibilities of the Department to provide staff support in coordination with the Department of Peacekeeping Operations to the mediation effort led jointly by the United Nations and the African Union. As a revised mandate for Iraq charts out a greater United Nations role in helping to promote national reconciliation in that country, the Department of Political Affairs will be called upon to intensify its support and oversight of that mission in what is perhaps the most complicated operating environment for the United Nations anywhere.

10. Unfortunately, the responsibilities of the Department of Political Affairs have multiplied over the years without the proportionate budgetary increases, greatly hampering the Department's ability to do the kind of analysis, diplomatic engagement and coordination that is required for successful and proactive preventive diplomacy. In addition, the rapid growth in the number of political missions makes adequate oversight at current staffing levels extremely difficult. Both the geographical spread and variety of these entities administered by the Department — including large-scale assistance missions, Envoys, expert groups and sanctions and investigative commissions — make it essential that adequate support arrangements be developed to guide and monitor their activities from Headquarters.

11. In the light of these realities, many recommendations have been made in the past to strengthen and revitalize the Department of Political Affairs, though few have been implemented. While important recommendations from the 2000 Brahimi report directed at peacekeeping operations have been implemented and additional resources provided, the recommendations most relevant to the Department and the expansion of its role in peacebuilding, peacemaking and prevention have not been carried out. Again, in 2004, the High-level Panel on Threats, Challenges and Change urged measures to strengthen the United Nations collective security system by enhancing the Department's mediation capacity and operational effectiveness (see A/59/565). The Panel then noted that the "under-resourcing" of the Department was at odds with Member States' professed desire for a stronger United Nations. The General Assembly, at the close of its 2005 World Summit, renewed the international community's commitment to a culture of prevention, and pledged to strengthen the capacity of the United Nations for the prevention of armed conflict (see resolution 60/1). Resolving to take concrete measures to strengthen this collective security

system, Member States underscored the importance of the good offices of the Secretary-General, including in the area of mediation support.

12. In 2006, following a comprehensive review of the United Nations capacity for conflict prevention (A/60/891), the Secretary-General urged Member States to provide substantial additional resources to the Department of Political Affairs, suggesting that an amount equivalent to 2 per cent of the peacekeeping budget be put aside for prevention. At the same time, he called for "enhanced capacity" in the Department and improvements to strategic leadership and coordination for conflict prevention. In its recent comprehensive evaluations of political affairs, which resulted in a series of seven reports,[5] OIOS noted a sixfold increase since 1990 in United Nations preventive diplomacy missions, a fourfold increase in United Nations peace operations, and an elevenfold increase in the number of States subject to United Nations sanctions (which are administered by the Department). OIOS also determined that the capacity of the Department would remain limited without the provision of substantial additional human resources to support its core functions, expand its field capabilities and institute and maintain management, organization and work process improvements.

13. In summary, we must reverse the unsustainable trend for the Department of Political Affairs towards increased mandates and responsibilities without the essential increase in human or financial resources. The growing demand for conflict prevention, preventive diplomacy and the good offices of the Secretary-General, not to mention the existing demands on the Department for political advice and a coordinating political role, has left the staff and leadership of the Department impossibly overstretched. By remedying this situation, the Member States will be the beneficiaries of a Secretariat that is better prepared, better staffed and better situated to assist them, when and where the need arises, in taming problems before they become larger and more costly ones. In the Secretary-General's view, strengthened political and peacekeeping operations will be seen which ensure that the United Nations fulfils the role in peace and security that it is given in the Charter and that is demanded by Member States.

The way forward: key proposals in brief

14. Strengthening the Department of Political Affairs to better support a more proactive United Nations in the area of conflict prevention will require both additional resources and the introduction of new ways of working and interacting when confronting potential conflict situations, particularly through greater mobility and presence in the field. It will also require improved management and oversight mechanisms. The Secretary-General's proposals fall into the following areas:

(a) First, build the capability of the Department's regional Divisions to allow sufficient capacity for improved monitoring and analysis, effective policy formulation, rapid dispatch of assets to support early resolution of conflicts and support for the Secretary-General's good offices efforts;

(b) Secondly, strengthen the Department's policy-planning capacity and mediation support function through the establishment of a Policy, Partnerships and Mediation Support Division. Such a division would improve the Organization's approach to, and its ability to assist Member States in, a wide range of cross-cutting global issues, such as transnational organized crime, corruption, democracy and terrorism. Strengthening mediation will fulfil the vision of the 2005 World Summit Outcome Document to make our preventive diplomacy highly professional, systematic and effective. It would also enhance our links to the rest of the United Nations system and ensure better synergies and joint efforts;

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[5] E/AC.51/2006/4 and E/AC.51/2007/2 and Add.1-5.

(c) Thirdly, another cornerstone of the Department's support to Member States, which has also experienced considerable growth in demand for its services, is the Electoral Assistance Division. In view of the increasing number and complexity of requests for technical assistance and advice in this field, the Secretary-General is requesting a modest increase in the resources of that Division;

(d) Fourthly, the Department has the added responsibility to support the Security Council with its rapidly expanding workload, as well as the General Assembly's Committee on the Inalienable Rights of the Palestinian People and the Special Committee of 24 on Decolonization. Despite ever-growing responsibilities in these areas, the Secretary-General is asking only for a minimum number of OIOS-proposed positions to support the increased demands placed on the sanctions committees, under the Security Council Affairs Division;

(e) Fifthly, rationalize the Department's presence in the field through the establishment of a small network of regional offices that would assist Member States and regional organizations with their preventive diplomacy efforts. The offices — patterned on the existing United Nations Office for West Africa — would be opened only after dialogue with Member States and regional organizations, and will provide a forward and a more agile platform to support preventive diplomacy by the Special Envoys of the Secretary-General, to strengthen relations with regional organizations working in the area, to build local capacity and to encourage, where appropriate, regional approaches to conflict prevention. Each office would work closely with existing political, peacekeeping, United Nations Development Programme (UNDP) and other United Nations agencies, funds and programme offices, providing a localized hub for conflict prevention activities by the United Nations system and other regional partners. They would replace, when appropriate and only in consultation with all relevant partners, single country political missions which have a more limited focus;

(f) Lastly, management, executive and oversight functions need to be tightened by refocusing the work of the Office of the Under-Secretary-General and by reinforcing the capabilities of the Department's Executive Office.

Summary of resource implications

15. The resulting resource and post implications of the Secretary-General's proposal in terms of additional resources required for the biennium 2008-2009 are detailed in tables 1 to 4 below and would mainly affect section 3, Political affairs, specifically the Department of Political Affairs, section 1, Overall policymaking, direction and coordination, for requirements pertaining to the United Nations Liaison Office at Addis Ababa, section 28D, Office of Central Support Services, for related non-post requirements owing to the proposed staff increases, and section 35, Staff assessment.

Table 1
Additional resource requirements by section (regular budget)

(Thousands of United States dollars)

Regular budget

Section	*2006-2007 revised appropriation*	*Growth (A/62/6)*	*Growth in the present report*	*Total before recosting*	*Recosting*	*2008-2009 revised estimates*	*Post changes*
1. Overall policymaking, direction and coordination	77 003.7	(4 386.8)	439.2	73 056.1	4 851.4	77 907.5	5
3. Political affairs	686 871.0	5 543.5	14 276.1	706 690.6	5 368.4	712 059.0	96
28D. Office of Central Support Services	245 408.8	2 061.7	4 184.7	251 655.2	17 412.6	269 067.8	
35. Staff assessment	436 347.5	6 438.3	2 136.1	444 921.9	19 110.9	464 032.8	
Total	**1 445 631.0**	**9 656.7**	**21 036.1**	**1 476 323.8**	**46 743.3**	**1 523 067.1**	**101**

Table 2
Additional resource requirements by object of expenditure

(Thousands of United States dollars)

	Resources					
Object of expenditure	*2006-2007 revised appropriation*	*Growth (A/62/6)*	*Growth in the present report*	*Total before recosting*	*Recosting*	*2008-2009 revised estimate*
Posts	196 087.5	7 109.2	13 385.2	216 581.9	12 176.1	228 758.0
Other staff costs	330 820.2	(1 618.9)	—	329 201.3	546.6	329 747.9
Non-staff compensation	402.2	0.0	—	402.2	75.8	478.0
Consultants and experts	27 266.5	(1 820.6)	—	25 445.9	68.0	25 513.9
Travel of representatives	8 647.1	(42.0)	—	8 605.1	1 017.3	9 622.4
Travel of staff	29 574.7	(35.3)	572.8	30 112.2	496.7	30 608.9
Contractual services	78 003.8	5 128.7	—	83 132.5	2 101.9	85 234.4
General operating expenses	239 955.0	185.8	4 032.6	244 173.4	9 706.3	253 879.7
Hospitality	819.3	(10.5)	—	808.8	37.3	846.1
Supplies and materials	17 949.6	226.8	90.2	18 266.6	271.8	18 538.4
Furniture and equipment	54 106.1	(4 217.7)	819.2	50 707.6	447.5	51 155.1
Improvement of premises	11 802.6	5.0	—	11 807.6	0.4	11 808.0
Grants and contributions	13 848.9	(1 692.1)	—	12 156.8	686.7	12 843.5
Other	436 347.5	6 438.3	2 136.1	444 921.9	19 110.9	464 032.8
Total	**1 445 631.0**	**9 656.7**	**21 036.1**	**1 476 323.8**	**46 743.3**	**1 523 067.1**

Table 3
Additional post requirements by section

		2008-2009		
Section	*2006-2007 revised appropriation*	*Growth (A/62/6)*	*Growth in the present report*	*Total 2008-2009 estimate*
1. Overall policymaking, direction and coordination	166	(15)	5	156
3. Political affairs	294	18	96	408
28D. Office of Central Support Services	452	3	—	455
Total	**912**	**6**	**101**	**1 019**

Table 4
Additional post requirements by grade level

Category	*2006-2007 revised appropriation*	*Growth (A/62/6)*	*Growth in the present report*	*2008-2009 estimate*
Professional and above				
USG/DSG	6	(1)	—	5
ASG	6	1	—	7
D-2	19	—	4	23
D-1	31	2	(1)	32
P-5	82	2	5	89
P-4/3	182	4	47	233
P-2/1	30	1	15	46
Subtotal	**356**	**9**	**70**	**435**
General Service				
Principal level	38	(1)	—	37
Other level	382	(2)	28	408
Subtotal	**420**	**(3)**	**28**	**445**
Other				
Security Service	6	—	—	6
Local level	26	(2)	3	27
Field Service	4	—	—	4
National Officer	—	2	—	2
Trades and Crafts	100	—	—	100
Subtotal	**136**	**—**	**3**	**139**
Total	**912**	**6**	**101**	**1 019**

16. The increase under the concerned sections is summarized in paragraphs 17 to 20 below.

17. The increase under section 3, Political affairs, Department of Political Affairs ($14,276,100) would comprise:

(a) The net decrease of $2,022,300 under executive direction and management as a consequence of the redeployment of seven posts from the Policy Planning Unit (1 P-5, 4 P-4, 2 General Service (Other level)) and two posts from the secretariat of the Executive Committee on Peace and Security (1 P-4, 1 General Service (Other level)) to subprogramme 1, partially offset by the establishment of two posts (1 P-4 in the Office of the Under-Secretary-General, 1 P-4 in the Office of the Assistant Secretary-General supervising the Africa Divisions for liaison with the United Nations Liaison Office at Addis Ababa) and the reclassification of one P-3 post to the P-4 level in the Office of the Under-Secretary-General;

(b) The net increase under programme of work ($14,205,100) comprising:

(i) A net increase of $12,703,400 under subprogramme 1, Prevention, control and resolution of conflicts, as a consequence of the establishment of 62 new posts for regional divisions (2 D-2, 4 P-5, 10 P-4, 18 P-3, 12 P-2/1, 16 General Service (Other level)), 10 new posts (1 P-4, 6 P-3, 2 P-2/1, 1 General Service (Other level)) and the reclassification of 1 D-1 post to the D-2 level for the proposed Policy, Partnerships and Mediation Support Division, previously the Mediation Support Unit, as well as the redeployment of 9 posts referred to under subparagraph (a) above;

(ii) A net increase of $1,136,000 under subprogramme 2, Electoral assistance, as a consequence of eight proposed new posts (1 P-5, 3 P-4, 4 General Service (Other level)) and the reclassification of one P-2 post to the P-3 level;

(iii) A net increase of $365,700 under subprogramme 3, Security Council affairs owing to the proposed establishment of three new posts (1 P-3, 2 P-2);

(c) The net increase of $2,093,300 under programme support for the establishment of 11 additional posts (2 P-4, 2 P-3 and 7 General Service (Other level)), the reclassification of 1 P-5 post to the D-1 level, as well as related non-post items.

18. The increase under section 1, Overall policymaking, direction and coordination, concerns requirements pertaining to the proposed establishment of five posts (1 P-5, 1 P-3, 3 LL) and the reclassification of a D-1 post to the D-2 level for the United Nations Liaison Office at Addis Ababa, proposed to be renamed the Peace and Security Support Office ($439,200).

19. The increase under section 28D, Office of Central Support Services pertains to non-post resources for the proposed additional staff ($4,184,700).

20. The increase under section 35, Staff assessment, is due to the proposed establishment of new posts ($2,136,100), to be offset by an equivalent amount under Income section 1, Income from staff assessment.

II. Section 1, Overall policymaking, direction and coordination

United Nations Liaison Office at Addis Ababa

Additional resource requirements (before recosting): $439,200

Table 5
Additional resource requirements by object of expenditure
(Thousands of United States dollars)

	Resources					
Object of expenditure	*2006-2007 revised appropriation*	*Growth (A/62/6)*	*Growth in the present report*	*Total before recosting*	*Recosting*	*2008-2009 revised estimates*
Posts	42 629.5	(1 513.9)	439.2	41 554.8	2 279.5	43 834.3
Other staff costs	4 357.8	(1 265.9)	—	3 091.9	199.9	3 291.8
Non-staff compensation	402.2	0.0	—	402.2	75.8	478.0
Consultants and experts	1 507.7	(1 177.8)	—	329.9	21.5	351.4
Travel of representatives	7 187.4	(42.0)	—	7 145.4	939.5	8 084.9
Travel of staff	3 662.0	(335.2)	—	3 326.8	216.2	3 543.0
Contractual services	4 693.2	14.2	—	4 707.4	305.7	5 013.1
General operating expenses	1 163.9	(39.5)	—	1 124.4	76.1	1 200.5
Hospitality	481.3	(2.0)	—	479.3	30.5	509.8
Supplies and materials	167.1	(11.5)	—	155.6	9.8	165.4
Furniture and equipment	227.5	(52.3)	—	175.2	10.2	185.4
Grants and contributions	10 524.1	39.1	—	10 563.2	686.7	11 249.9
Total	**77 003.7**	**(4 386.8)**	**439.2**	**73 056.1**	**4 851.4**	**77 907.5**

21. In 2005, United Nations cooperation with the African Union was given new impetus when the World Summit underscored the importance of devoting attention to the special needs of Africa. The Summit called for the establishment of a 10-year capacity-building programme for the African Union that would fully take into account the Union's widely expanded mandate as compared with that of the former Organization of African Unity. The past few years have also witnessed an incremental surge in United Nations-African Union cooperation, as both organizations have intensified activities in the maintenance of peace and security, electoral assistance and the promotion of good governance in Africa. In addition, there have been numerous joint good offices, joint mediation and peacekeeping activities.

22. It is against that background that the United Nations embarked on a renewed partnership with the African Union. In November 2006, the Secretary-General and the Chairperson of the African Union, Alpha Oumar Konaré, signed a declaration entitled "Enhancing United Nations-African Union cooperation: framework for the 10-year capacity-building programme for the African Union" (see A/61/630).

23. The declaration is conceived as the overall United Nations strategic framework for cooperation with the African Union. The main objective of the framework is to

enhance the capacity of the Commission of the African Union and African subregional organizations to act as effective United Nations partners in addressing the challenges to human security in Africa. It covers all aspects of existing and future United Nations assistance to the African Union, including but not limited to the following areas: peace and security; assistance in institution-building, political and electoral matters; peacekeeping operations; governance, human rights and the rule of law; peacebuilding; humanitarian response, recovery and food security; social, cultural, health issues and the environment.

24. Both the United Nations and the African Union have agreed to work on the following areas of peace and security in the next three years: (a) good offices and mediation support; (b) electoral assistance; (c) peacebuilding support; (d) support to African Union policy organs (Peace and Security Council, Pan-African Parliament); and (e) post-conflict reconstruction.

25. In June 2007, the United Nations Security Council and the African Union Peace and Security Council issued a joint communiqué (S/2007/421, annex II) in which they underlined the importance of support for the operationalization of the African peace and security architecture and, in this context, encouraged the implementation of the 10-year programme for capacity-building between the United Nations Secretariat and the African Union Commission. In the same communiqué, they also agreed to strengthen the relationship between the relevant structures of the United Nations Security Council and the African Union Peace and Security Council, including their subsidiary bodies, and expressed support for closer cooperation between the United Nations Secretariat and the African Union Commission, particularly on conflict prevention, peacekeeping and peacebuilding.

26. More recently, under the terms of paragraph 7 of its resolution 61/296, entitled "Cooperation between the United Nations and the Africa Union", the General Assembly called for the implementation of the aforementioned declaration on enhancing United Nations-African Union cooperation: framework for the 10-year capacity-building programme for the African Union and, in this regard, requested the Secretary-General to take appropriate measures to strengthen the capacity of the United Nations Secretariat and to implement its mandate with respect to meeting the special needs of Africa.

27. In responding to the programme, the joint communiqué referred to and resolution 61/296, which largely fall under the Department's core mandate (conflict prevention, servicing the Security Council, United Nations focal point for elections and partnerships with regional organizations), the Department's current structure must be reviewed and strengthened, at both Headquarters and in Addis Ababa, to provide adequate support to the African Union Commission and to ensure proper coordination in the field of peace and security across the United Nations system.

28. In response to the programme, the Department of Peacekeeping Operations established an African Peace Support Team at Headquarters and in Addis Ababa in early 2007. The main objective of the Team is to provide military and peacekeeping support to the African Union in the establishment of the African Standby Force and the planning, deployment and management of peacekeeping missions.

29. It is critical that the Department of Political Affairs assist the African Union Commission in the other priority areas of the 10-year programme: good offices and mediation support, electoral assistance and support to African Union policy organs.

30. The mandate of the United Nations Liaison Office at Addis Ababa was established by the General Assembly in its resolution 52/220. Since 1998, the Liaison Office has served as a link with the former Organization of African Unity and other African subregional organizations. The mandate of the Office is to help coordinate United Nations technical assistance and information-sharing between the United Nations system and the secretariat of the Organization of African Unity.

31. As a result of the signing of the 10-year programme and in order to ensure a coordinated United Nations approach in its implementation, it was decided that the regional consultative mechanism, a body set up following the establishment of the African Union, would be the most appropriate structure to ensure the implementation of the programme.

32. The regional consultative mechanism, where the United Nations agencies represented in Addis Ababa are working through clusters, is convened and chaired by the Executive Secretary of the Economic Commission for Africa. Following the signing of the 10-year programme, it was decided to establish in November 2006 a separate Peace and Security Cluster to be led by the Department of Political Affairs through the United Nations Liaison Office at Addis Ababa.

33. The Peace and Security Cluster is responsible for:

(a) Providing coordinated support to the peace and security agenda of the African Union, including monitoring and assessing progress in the activities of the Cluster and transmitting reports to the United Nations and the African Union;

(b) Providing technical support to the African Union Peace and Security Council in its efforts, within the framework of article 8 of the Protocol Relating to the Establishment of the Peace and Security Council of the African Union, to establish specialized expert working groups that would bring forward the required expertise to the Council in its consideration of situations that require recourse to expertise;

(c) Providing assistance towards the establishment of an automated information gathering and sharing mechanism focusing on the development of an African Union website specially designed for and dedicated to the activities and outputs of the Peace and Security Council;

(d) Supporting the African Union in sourcing and providing expertise needed in the establishment of the African Standby Force and the planning and deployment of peace support missions;

(e) Mobilizing technical, financial and material support within the framework of article 20 of the Council Protocol, towards establishing a mechanism for regular interaction between the Council, other organs of the African Union, such as the African Commission on Human and Peoples' Rights, and African civil society organizations, including women's organizations, in the area of peace and security;

(f) Providing technical support to the African Union Peace and Security Council within the framework of article 13 (13), on training of civilian and military personnel of national standby contingents in international humanitarian law and international human rights law at both operational and tactical levels.

34. Three sub-clusters were created to enable the Peace and Security Cluster to adequately perform the tasks outlined above: Peace and Security Architecture of the

African Union (convener: Department of Peacekeeping Operations); Post-conflict Reconstruction and Development (convener: Office of the United Nations High Commissioner for Refugees (UNHCR)); and Human Rights, Justice and Reconciliation (convener: Office of the United Nations High Commissioner for Human Rights (OHCHR)).

Existing posts

35. The United Nations Liaison Office is currently staffed with a Head of Office (D-1) and one Administrative Assistant (Local level).

36. Under the overall supervision of the Under-Secretary-General for Political Affairs, the Head of the United Nations Liaison Office is responsible for: (a) facilitating close and frequent coordination between the United Nations and the African Union on issues of common interest and concern, and ensuring that follow-up action is taken, as appropriate; (b) following closely deliberations and decisions of the African Union Peace and Security Council in the context of the prevention, management and resolution of conflicts in Africa, analysing their implications and relevance to the United Nations and making policy recommendations to United Nations Headquarters on issues requiring attention by both organizations; (c) enhancing cooperation between the United Nations and the African Union in support of electoral and democratization processes in Africa; (d) assisting and supporting, when required, the activities of Special Envoys and Representatives of the United Nations Secretary-General in Africa, as well as other United Nations officials, in their relations with the African Union, and providing political advice, as required.

37. The Administrative Assistant (Local level) to the Head of Office provides French and English secretarial and office administrative functions covering secretarial support services in a range of areas, including the management of the daily operation of the Office, the organization of meetings and other events. In addition, he/she provides substantive support and secretarial services and routine supervisory functions. The Administrative Assistant also has to maintain the monthly time and attendance records for certification by the Head of Office, to prepare leave plans, handle issues related to annual leave and sick leave, and to submit leave records on a monthly basis for filing.

New posts

38. In order to effectively fulfil both its mandate in accordance with General Assembly resolution 52/220, as well as the new responsibilities as outlined in the declaration on enhancing United Nations-African Union cooperation within the framework of the 10-year capacity-building programme, resolution 61/296 and the joint communiqué issued by the Security Council and the African Union Peace and Security Council, additional resources will be required to strengthen United Nations activities in the field of peace and security.

39. It is the Secretary-General's view that the tasks to be performed by the United Nations Liaison Office go well beyond those of a liaison office. In order to reflect its enhanced tasks and responsibilities, the Secretary-General proposes that the United Nations Liaison Office be renamed the Peace and Security Support Office to the African Union Commission.

40. The new Office would be responsible for overseeing and ensuring full implementation of the priority areas for which the Department of Political Affairs has the lead, such as good offices and mediation support, electoral assistance, support to African Union policy organs (inter alia, the African Union Peace and Security Council). The Office would also have to coordinate and harmonize policies, projects and activities of interest to the United Nations and the African Union in the areas of peace and security; inform the African Union of United Nations actions and initiatives taken to address peace and security issues in Africa; promote and enhance the exchange of information and the coordination of initiatives and efforts in the areas of preventive diplomacy and peacemaking in Africa; and follow closely the deliberations of the African Union Peace and Security Council.

41. Given its additional tasks and responsibilities, it is important to strengthen the resources of the Peace and Security Support Office beyond its current staffing. In addition to reclassifying the post of the Head of Office from the D-1 to the D-2 level, the Department of Political Affairs recommends the establishment of the following five posts: one Senior Political Affairs Officer (P-5), one Political Affairs Officer (P-3), one Administrative Assistant, one Driver and one Messenger (General Service).

Upgrade the level of the Head of Office from D-1 to D-2

42. The Head of Office will represent the Under-Secretary-General for Political Affairs at all African Union and United Nations meetings in the areas of peace and security. This will be in addition to his/her current duties. He/she will inform the African Union of United Nations action taken to address peace and security issues in Africa and will exchange information and coordinate initiatives and efforts in the areas of early warning, preventive diplomacy, peacemaking and mediation in Africa, as called for by the Security Council in paragraph 7 of the annex to its resolution 1625 (2005). As called for by the General Assembly in paragraphs 2 and 3 of its resolution 61/296, the Senior Political Affairs Officer will ensure that there is effective coordination on peace and security matters with other United Nations funds, agencies and programmes, in particular the Economic Commission for Africa. In this regard, the position of the Head of the Peace and Security Support Office should be upgraded given the level of the African Union Commission officials (equivalent to Under-Secretary-General) with whom he/she would have to interact with on a daily basis in order to perform his/her new responsibilities. In addition, in his/her capacity as the Chairperson of the Peace and Security Cluster of the regional consultative mechanism in Addis Ababa, the main mechanism established to ensure coordination of United Nations support in the areas of peace and security, the Head of Office should have the same level as the representatives of the United Nations agencies represented in the Cluster. In this capacity, the Head of Office will represent the United Nations in the meetings of the African Union Peace and Security Council whose members are the Permanent Representatives of African countries to the African Union (at the ambassadorial level). Upgrading this post would provide him/her with the necessary representational authority to engage with his/her interlocutors.

43. Under the overall supervision of the Head of Office, a Senior Political Affairs Officer (P-5) will oversee the work of the Political Affairs Officer (P-3). He/she will provide substantive assistance, advice and recommendations in the areas of peace and security to the Head of Office. The Senior Political Affairs Officer will work

closely with the African Union Commission and United Nations agencies on early warning, preventive diplomacy, mediation support and electoral assistance. He/she will also work closely with the Department of Peacekeeping Operations-African Union Support Team in Addis Ababa by providing the necessary political and regional analysis required for their military support to the African Union. The Senior Political Affairs Officer will ensure that priority projects identified by the African Union and the United Nations within the framework of the 10-year capacity-building programme (projects in the areas of good offices and mediation, electoral assistance and support to policy organs) are implemented in a timely manner. In that connection, he/she will liaise with the Political Affairs Officer located in the Office of the Assistant Secretary-General for Political Affairs, who is responsible for coordinating the assistance provided by the Department's divisions and the regional offices. When and as requested, the Senior Political Affairs Officer will represent the Head of Office in meetings and act as Officer-in-charge of the Office.

44. Under the overall leadership of the Head of Office and the direct supervision of the Senior Political Affairs Officer, a Political Affairs Officer (P-3) will monitor political developments and provide political analysis. He/she will ensure that the Head of Office, the Senior Political Affairs Officer, as well as the relevant divisions and units of the Department of Political Affairs at Headquarters, are fully informed of any significant developments in a timely manner. He/she will prepare the Office's daily and weekly reports, providing a summary of events, developments and trends in the areas of peace and security, as well as analyses on issues of interest to the Department and the broader United Nations system. When requested, the Political Affairs Officer will attend meetings organized by the African Union, representatives of the international community, non-governmental organizations and the media, and prepare summary reports of proceedings. He/she will also be responsible for drafting the minutes of the Peace and Security Cluster chaired by the Head of the Peace and Security Support Office. As and when requested, he/she will prepare talking points, briefing notes, correspondence and other documentation, as appropriate. Moreover, he/she will support visits of senior United Nations officials and perform other tasks as directed by the Senior Political Affairs Officer and Head of Office.

45. An additional post of Administrative Assistant (Local level) is required, who would be responsible for: (a) providing secretarial support to the Political Affairs Section; (b) receiving, logging and processing all correspondence addressed to the Section; (c) maintaining a calendar of meetings and deadlines; (d) drafting, reviewing and editing outgoing correspondence and other documents; (e) maintaining an extensive electronic filing system for the Section; (f) arranging meetings and preparing and distributing minutes and agreed conclusions; and (g) backstopping the Administrative Assistant to the Head of Office. He/she would also perform other duties as required by the Senior Political Affairs Officer and the Head of Office.

46. A Driver (Local level) would provide driving services for the Head of Office, make regular deliveries between the United Nations Office and other offices and institutions, meet official personnel at the airport, facilitate immigration and customs formalities and be responsible for vehicle maintenance.

47. A Messenger (Local level) would make deliveries and pick-ups in accordance with a daily schedule, sort and send out picked-up mail to other mail stations, ensure that mail is clearly and correctly addressed, receive and deliver cables and special mail, conduct statistical counts daily of all mail, documents, specials and packages received and dispatched, maintain accurate records and photocopy documents for the sub-unit and during conferences, and perform other duties as assigned.

III. Section 3, Political affairs

Department of Political Affairs

Additional resource requirements (before recosting): $14,276,100

Table 6
Additional resource requirements by component
(Thousands of United States dollars)

Regular budget

	Resources					
Component	*2006-2007 revised appropriation*	*Growth (A/62/6)*	*Growth in the present report*	*Total before recosting*	*Recosting*	*2008-2009 revised estimates*
1. Policymaking organs	282.4	—	—	282.4	18.4	300.8
Security Council	217.8	—	—	217.8	14.2	232.0
Committee on the Exercise of the Inalienable Rights of the Palestinian People	64.6	—	—	64.6	4.2	68.8
2. Executive direction and management	8 449.9	458.3	(2 022.3)	6 885.9	383.6	7 269.5
3. Programme of work	48 960.8	2 205.4	14 205.1	65 371.3	3 559.3	68 930.6
Subprogramme 1. Prevention, control and resolution of conflicts	23 679.7	1 792.2	12 703.4	38 175.3	2 040.4	40 215.7
Subprogramme 2. Electoral assistance	4 886.7	243.7	1 136.0	6 266.4	337.1	6 603.5
Subprogramme 3. Security Council affairs	13 085.9	169.5	365.7	13 621.1	765.4	14 386.5
Subprogramme 4. Decolonization	1 438.5	—	—	1 438.5	77.5	1 516.0
Subprogramme 5. Question of Palestine	5 870.0	—	—	5 870.0	338.9	6 208.9
4. Programme support	5 051.1	20.8	2 093.3	7 165.2	450.2	7 615.4
Total	**62 744.2**	**2 684.5**	**14 276.1**	**79 704.8**	**4 411.5**	**84 116.3**

Table 7
Additional post requirements by category

Regular budget and temporary posts

Category	*2006-2007 revised appropriation*	*Growth (A/62/6)*	*Growth in the present report*	*2008-2009 revised estimates*
Professional and above				
USG/DSG	1	—	—	1
ASG	2	—	—	2
D-2	6	—	3	9
D-1	14	1	—	15
P-5	34	0	4	38
P-4/3	63	2	46	111
P-2/1	12	—	15	27
Subtotal	**132**	**3**	**68**	**203**

Category	2006-2007 revised appropriation	Growth (A/62/6)	Growth in the present report	2008-2009 revised estimates
General Service				
Principal level	5	—	—	5
Other level	83	—	28	111
Subtotal	**88**	**0**	**28**	**116**
Total	**220**	**3**	**96**	**319**

1. Executive direction and management

Additional resource requirements (before recosting): ($2,022,300)

Table 8

Additional resource requirements: executive direction and management

(Thousands of United States dollars)

	Resources					
Object of expenditure	2006-2007 revised appropriation	Growth (A/62/6)	Growth in the present report	Total before recosting	Recosting	2008-2009 revised estimates
Posts	7 842.6	458.3	(2 022.3)	6 278.6	344.3	6 622.9
Other staff costs	166.5	0.0	—	166.5	10.8	177.3
Consultants and experts	113.9	(113.9)	—	0.0	—	0.0
Travel of staff	323.5	113.9	—	437.4	28.3	465.7
Hospitality	3.4	—	—	3.4	0.2	3.6
Total	**8 449.9**	**458.3**	**(2 022.3)**	**6 885.9**	**383.6**	**7 269.5**

48. The resource change is attributable to the redeployment of seven posts from the Policy Planning Unit (1 P-5, 4 P-4, 2 General Service (Other level)) and two posts from the secretariat of the Executive Committee on Peace and Security (1 P-4, 1 General Service (Other level)) to subprogramme 1, partially offset by the establishment of two posts (1 P-4 in the Office of the Under-Secretary-General, 1 P-4 in the Office of the Assistant Secretary-General supervising the Africa Divisions for liaison with the United Nations Liaison Office at Addis Ababa) and the reclassification of one post from the P-3 to the P-4 level in the Office of the Under-Secretary-General, as described below.

Office of the Under-Secretary-General

49. Over the years, the Department of Political Affairs has been exhorted to enhance its management, oversight and administrative functions. While many improvements are already under way, more needs to be done to embrace a proactive approach. Thus an integral part of the overall proposal is the realignment and strengthening of existing resources within the Office of the Under-Secretary-General and the Executive Office to strengthen core management, oversight and strategic planning functions for the Department as a whole. The strengthening of monitoring and evaluation with the Office of the Under-Secretary-General would

help refine work processes and structures to better meet performance indicators, while strengthening staff and management accountability. This would help the Department track its compliance with Security Council and General Assembly mandates in a more formal and transparent manner. The evaluation mechanism would also become an important tool in improving accountability to Member States for results and the use of both regular and extrabudgetary resources.

50. Within the Office of the Under-Secretary-General, this would be achieved by shifting the focus of the Professional staff towards management, communications, oversight and evaluation, and away from the current predominant emphasis on geographic regions. With the strengthening of the regional Divisions as proposed in the present report, much of the review and reporting on specific geographic and political issues currently undertaken by the Office of the Under-Secretary-General would be taken up by the regional Divisions, strengthening the accountability of the regional Directors, while eliminating unnecessary overlap and duplication. Thus, while Professional staff in the Office of the Under-Secretary-General would retain policy coordination functions linked to specific geographic regions, a larger percentage of their time would be dedicated to substantive management responsibilities to better support the Under-Secretary-General's management and oversight roles.

51. The Office of the Under-Secretary-General would continue to comprise the 10 existing staff members (1 USG, 1 D-1, 1 P-5, 1 P-4, 1 P-3, 5 GS (OL)). The Chief of Office (D-1) would assist the Under-Secretary-General in the discharge of his overall responsibilities as Head of the Department and focal point in the United Nations system for conflict prevention and electoral assistance. He/she would supervise and manage the staff of the Office and provide policy and administrative coordination to the Under-Secretary-General in all of his/her responsibilities. He/she would assist the Under-Secretary-General in developing the Department's programme management plan and the evaluation of its execution, including in attaining the human resources and financial targets requested of the Department and support the Under-Secretary-General in areas in which he/she is called upon to assist the Secretary-General (i.e., senior and field appointments); and he/she would continue to serve as an interlocutor/facilitator between the Under-Secretary-General and senior managers in the Department and elsewhere. In addition, he/she would manage internal work coordination, communications and information flow, coordinate with executive bodies and committees, coordinate high-level materials, monitor records management and implement the Department's reform and change management plans.

52. Three of the Political Affairs Officers in the Office would retain responsibility for covering a specific geographic region (Africa, Americas and Europe, Asia-Pacific and the Middle East) in support of greater policy coherence and coordination. The Senior Political Affairs Officer (P-5) would also serve as deputy to the Chief of Office. He/she would also provide leadership and focus for the substantive elements of the budget process, in particular in the formulation of the Department's results-based budgeting framework, as well as providing substantive oversight and direction to the annual special political missions budget exercise (in close coordination with the Executive Office's Special Political Missions Unit). As the Department seeks to roll-out enhanced capabilities in the area of results-based management, the Senior Political Affairs Officer would, under the delegated

authority of the Chief of Office, provide thought-leadership in this emerging but important area.

53. A Political Affairs Officer (P-4) would continue to support the Under-Secretary-General and the Chief of Office through policy coordination in specific geographic areas and on specific topics, including decolonization, Palestinian rights and Security Council affairs, and would be the focal point for oversight, monitoring and evaluation,[6] working with senior managers in the Department. The Political Affairs Officer would also be the focal point for OIOS audits and evaluations, including change management initiatives under the delegated authority of the Under-Secretary-General.

54. The five existing Administrative Assistants (General Service (Other level)) provide administrative support to the Office. Two of them support the Under-Secretary-General, including scheduling, travel planning and document control, planning his daily calendar and screening incoming calls and communications. The remaining three General Service staff provide administrative support to the Chief of Office and Professional staff of the Office, including several Department-wide responsibilities, such as document control, classification, archiving and distribution. In addition to their other responsibilities, one Assistant is responsible for all classified code cable traffic into and out of the Department, including archiving, distribution and adherence to existing rules and regulations with regard to secure communications. One Assistant compiles the Department-wide contributions of the Department of Political Affairs to the weekly Security Council updates on field operations, in addition to updating the Department of Safety and Security on the movements of the Departments' staff abroad. One Assistant is the Departments' focal point for talking points for the Secretary-General and issues requests for submissions across the United Nations system in support of the Secretary-General's bilateral meetings, in close coordination with the Executive Office of the Secretary-General.

55. The proposed reclassification of a Political Affairs Officer post from the P-3 to the P-4 level would also assist the Chief of Office on personnel issues, specifically as they relate to selection processes and mobility, as well as act as an interlocutor with the Executive Office of the Secretary-General at the working level, and would have some responsibilities regarding prioritization and preparation of briefing material for the Under-Secretary-General. He/she would also assist the Chief of Office in coordinating preparation of high-level materials and monitoring records management, managing internal work coordination, communications and information flow, as well as coordination with executive bodies and committees. The breadth of the responsibilities and level of interaction the Officers would need to have with senior management across the Department and the United Nations system, in addition to the requirement for sufficient experience and judgement, support the request to reclassify the post from the P-3 to the P-4 level.

56. Strengthening the efforts of the Office of the Under-Secretary-General would also call for the establishment of a new dedicated Strategic Communications and Public Information Officer (P-4) in acknowledgement of the fact that communications challenges and obligations have increased substantially as the

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[6] The establishment of a Department-wide monitoring and evaluation system was recommended in document E/AC.51/2007/2 and endorsed by the Committee for Programme and Coordination in its report to the General Assembly (A/62/16, para. 33).

political responsibilities of the Department of Political Affairs have expanded and will continue to do so in connection with a more proactive future role in preventive diplomacy, as proposed in the present report. The Officer, with experience in both communications and political affairs, would assist the Under-Secretary-General for Political Affairs and the Department as a whole in developing and carrying out communications strategies that reinforce its diplomatic initiatives and the work of the special political missions it oversees, while also permitting the Department to better and more transparently inform Member States about its role and activities. Functions would include: working with Department of Political Affairs regional Divisions and Special Envoys to develop strategic communications plans that reinforce their activities; providing advice and assistance in drafting and editing effective public speeches, reports, briefings, articles, press statements and media guidance; liaising with news media on Department of Political Affairs-managed issues and assisting the Under-Secretary-General and other senior Department of Political Affairs officials in arranging and preparing for media interviews, press encounters and news briefings at Headquarters and while on mission; and serving as the focal point for the Department of Public Information and the Office of the Spokesperson for the Secretary-General on peace and security issues being managed by the Department. He/she would also have a corporate communications function, working to improve communications by the Department of Political Affairs to Member States, donors and other partners by supervising the substantive content of the Department's public website and conceiving and editing written publications and improving the quality and frequency of internal communications. Currently, these responsibilities are being absorbed using existing resources, which severely constrains messaging and communications capabilities. Other Secretariat entities, including the Office for the Coordination of Humanitarian Affairs and the Department of Peacekeeping Operations, have similarly established modest, dedicated public affairs capacities, enabling them to manage the heavy day-to-day communications demands of the entities and their senior officials, as well as to leverage the support of the Department of Public Information in programme delivery and communications.

Office of the Assistant Secretary-General

57. The Office of the Assistant Secretary-General has responsibility for the two Africa Divisions (Africa I and II) and the Security Council Affairs Division. It is currently staffed with six posts (1 ASG, 1 Senior Political Affairs Officer (P-5), 1 Political Affairs Officer (P-3) and 3 Administrative Assistants (General Service (Other level)).

58. The Senior Political Affairs Officer (P-5) assists the Assistant Secretary-General in the discharge of his responsibilities by providing analysis and advice on matters relating to prevention, control, resolution of conflict and peacebuilding in Africa, as well as by covering issues related to the Security Council; advises the Assistant Secretary-General on policy, personnel and budgetary matters; drafts letters, statements and other documents; ensures programmatic follow-up by the three Divisions under the Assistant Secretary-General's supervision; and promotes cooperation and coordination with other departments and carries out any other front office duties assigned. He/she is responsible for the overall management of the Office of the Assistant Secretary-General. The Senior Political Affairs Officer accompanies the Assistant Secretary-General during his missions as the Special

Envoy or Representative of the Secretary-General to consultations and/or conferences overseas and drafts reports on those meetings for the attention of the Secretary-General.

59. The Political Affairs Officer (P-3) monitors and brings to the attention of the Assistant Secretary-General significant political developments in Africa and deliberations of the Security Council and those of its subsidiary bodies. He/she attends meetings of the Assistant Secretary-General with government representatives, Directors of divisions and other United Nations officials, prepares notes for the file or for transmission to the Under-Secretary-General and the Executive Office of the Secretary-General, and ensures follow-up on recommendations and decisions. The Political Affairs Officer performs other front office duties as required by the Assistant Secretary-General and the Senior Political Affairs Officer.

60. Administrative Support is provided by three Administrative Assistants (General Service (Other level)).

61. It is critical that the assistance provided by the different divisions of the Department of Political Affairs[7] to the African Union in the framework of the 10-year capacity-building programme be properly coordinated and monitored. The Secretary-General therefore recommends the establishment of a new post for a Political Affairs Officer (P-4). The new Political Affairs Officer would have as his/her main responsibility the coordination of the implementation of the 10-year capacity-building programme in the areas agreed between the African Union and the United Nations, in particular good offices and mediation support, electoral assistance and support to African Union policy organs. Under the overall leadership of the Assistant Secretary-General, the main responsibility of the Political Affairs Officer would be to act as the focal point for the follow-up and implementation of the 10-year programme in the areas described above. He/she would be responsible for proposing, developing and/or coordinating programmes and projects in the areas described above and ensuring their timely implementation in close cooperation with the two regional Divisions covering Africa, the regional field offices and the expanded office in Addis Ababa. He/she would also help mobilize support for the implementation of the 10-year programme and funding for its priority projects. Moreover, the Political Affairs Officer would be responsible for coordinating the implementation of the recommendations contained in the forthcoming report of the Secretary-General to the Security Council, as requested by the Council in its presidential statement (S/PRST/2007/7), on cooperation with regional organizations, particularly the African Union. He/she would be responsible for drafting policy papers and briefs, reports and other relevant documentation relating to the implementation of the 10-year programme, organizing seminars and workshops, and leading field missions, as required.

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[7] Africa I, Africa II, the Security Council Affairs Division, the Electoral Assistance Division and the current Mediation Support Unit.

2. Programme of work

Table 9
Additional resource requirements by subprogramme
(Thousands of United States dollars)

	Resources					
Subprogramme	*2006-2007 revised appropriation*	*Growth (A/62/6)*	*Growth in the present report*	*Total before recosting*	*Recosting*	*2008-2009 revised estimates*
Programme of work						
1. Prevention, control and resolution of conflicts	23 679.7	1 792.2	12 703.4	38 175.3	2 040.4	40 215.7
2. Electoral assistance	4 886.7	243.7	1 136.0	6 266.4	337.1	6 603.5
3. Security Council affairs	13 085.9	169.5	365.7	13 621.1	765.4	14 386.5
4. Decolonization	1 438.5	0.0	—	1 438.5	77.5	1 516.0
5. Question of Palestine	5 870.0	0.0	—	5 870.0	338.9	6 208.9
Total	**48 960.8**	**2 205.4**	**14 205.1**	**65 371.3**	**3 559.3**	**68 930.6**

Subprogramme 1
Prevention, control and resolution of conflicts

Additional resource requirements (before recosting): $12,703,400

Table 10
Additional resource requirements: subprogramme 1
(Thousands of United States dollars)

	Resources					
Object of expenditure	*2006-2007 revised appropriation*	*Growth (A/62/6)*	*Growth in the present report*	*Total before recosting*	*Recosting*	*2008-2009 revised estimate*
Posts	22 738.0	1 792.2	12 130.6	36 660.8	1 942.1	38 602.9
Other staff costs	180.6	0.0	—	180.6	11.7	192.3
Consultants and experts	69.6	0.0	—	69.6	4.5	74.1
Travel of staff	691.5	0.0	572.8	1 264.3	82.1	1 346.4
Total	**23 679.7**	**1 792.2**	**12 703.4**	**38 175.3**	**2 040.4**	**40 215.7**

Strengthening regional Divisions and restructuring the two mega-Divisions

62. To upgrade the Organization's capabilities in preventive diplomacy, the focus of the Secretary-General's proposal is to strengthen the regional Divisions of the Department of Political Affairs. The network of desk officers covering the globe has wide and varied responsibilities, including keeping the Secretary-General up to date on political developments in their assigned regions, providing quick and accurate reporting, conducting longer-term analysis of regional issues, backstopping special political missions in the field, developing strategies to deal with emerging crises, carrying out preventive diplomacy missions or participating in those of the Secretary-General or of his Envoys and supporting the various entities and

coordinating bodies of the United Nations system (such as the Executive Committee on Peace and Security) with political analysis and advice. The regional Divisions also lead the Department's efforts in providing political advice on conflict prevention to the Department of Peacekeeping Operations and other United Nations funds, programmes and agencies, and in promoting a more cohesive and integrated response by the United Nations system in addressing post-conflict peacebuilding challenges.

63. OIOS observed in its 2006 summary report on political affairs (E/AC.51/2006/4) that the regional Divisions face serious challenges in fulfilling their mandates regarding peacemaking and peacebuilding. This is primarily due to the increase in the mandates tasked to the Divisions by Member States and legislative bodies, without a concomitant increase in resources. Currently, some 56 Political Affairs Officers and Directors in the regional Divisions are responsible for following political developments worldwide, including many countries currently experiencing major armed conflicts, others in some state of conflict and still others struggling to build peace in the aftermath of conflict. These same Political Affairs Officers are responsible for providing the Secretary-General and other senior United Nations officials with briefing materials for meetings with Heads of State and foreign officials. During the opening of the current General Assembly session alone, the Secretary-General held over 110 high-level meetings, the vast majority of which were staffed and prepared for by Political Affairs Officers in the Department of Political Affairs.

64. A benchmarking exercise carried out by the Department of Political Affairs noted that one desk officer in the Department typically is responsible for several countries and/or conflict situations. This is the inverse of that in nearly all Department partners, including regional organizations and other offices/agencies of the United Nations system, which have several officers dealing with one conflict. This ratio of staff to regional portfolios compares poorly with many national Governments and international organizations that are developing a larger capacity to address political and conflict issues. Strikingly, it even compares poorly with several well-known international non-governmental organizations that are working on similar issues.

65. With staff stretched this thinly, the Department's regional Divisions are forced to narrow their focus on too few areas where the Organization is already active or where issues are critical, at the expense of other situations where problems are less obvious and visible, but where a small effort at prevention could potentially make a significant difference. Alternatively, they must cover too wide a geographic area, at the sacrifice of depth of analysis and concrete initiative. This greatly weakens the effectiveness of the Organization in support of preventive diplomacy. The United Nations is left without the needed capacity to monitor and affect the outcome of emerging and worsening crises and without sufficient depth of expertise to quickly assess situations and propose initiatives aimed at preventing their escalation. With this limited staffing, when a Political Affairs Officer is called to the field to support preventive initiatives, a debilitating gap of expertise and coverage results at Headquarters.

66. OIOS also looked closely at the challenges facing the individual desk officer. Owing to the quantity and variety of tasks under the responsibility of desk officers, OIOS concluded that they do not have adequate time to conduct basic monitoring,

research and analytical work. Given other pressing responsibilities, desk officers devote less than 20 per cent of their time to monitoring and research activities that build and update the knowledge base which in turn supports all other substantive work. According to OIOS, the current staff complement allows for a merely adequate production of the current level of quantitative output, without the desired and necessary qualitative improvement demanded by its clients. Needless to say, there is little time for the Department's officers to carry out the practice of preventive diplomacy or provide oversight to United Nations missions. The Secretary-General's proposals for restructuring and strengthening the regional Divisions of the Department will correct the under-resourced nature of the Divisions and enable them to perform the range of required activities better, more rapidly and more effectively.

67. An active, field-oriented Organization must have adequate funds for travel. The Department's travel money is grossly insufficient for the field work the Secretary-General believes is essential. Desk officers must make regular field visits to their areas of responsibility to assess the situation on the ground and the Organization must be able to move quickly to provide mediation support or help to Member States or regional organizations when tensions flare or conflicts threaten. As the Department has attempted to carry out the Secretary-General's instructions to be more active and field-oriented, allocated travel funds were spent quickly and even long-planned travel became problematic. To correct this untenable situation, and factoring in the proposed increase of Professional staff, the Secretary-General recommends that the travel resources of the Department be enhanced significantly.

A. Africa I Division

Existing posts: 1 D-2, 1 D-1, 3 P-5, 3 P-4, 3 P-3, 2 P-2, 5 GS (OL)

Proposed additional posts: 4 P-4, 2 P-3, 1 P-2, 3 GS (OL)

	Professional category and above									*General Service and related categories*					
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/P-1*	***Total***	*Field Service*	*Principal level*	*Other level*	*Security Service*	***Total***	***Total***
Africa I Division															
(a) Proposed 2008/09	—	—	1	1	3	3	3	2	**13**	—	—	5	—	**5**	**18**
(b) Proposed restructuring 2007															
Management	—	—	1	1	—	—	—	—	**2**	—	—	5	—	**5**	**7**
Great Lakes Section	—	—	—	—	1	2	2	1	**6**	—	—	1	—	**1**	**7**
Horn of Africa Section	—	—	—	—	1	3	2	1	**7**	—	—	1	—	**1**	**8**
Southern Africa/Indian Ocean Section	—	—	—	—	1	2	1	1	**5**	—	—	1	—	**1**	**6**
(c) Total proposed restructuring 2007	—	—	1	1	3	7	5	3	**20**	—	—	8	—	**8**	**28**
Variance = (c)-(a)	—	—	—	—	—	**4**	**2**	**1**	**7**	—	—	**3**	—	**3**	**10**

68. The Africa I Division currently has 11 Political Affairs Officers covering 26 countries. Among those countries are Member States with active conflict situations, countries recovering from recent armed conflict, others confronting pressure from

internal as well as regional tensions and still others with very low peacebuilding capacities. The Division leads United Nations efforts to help reduce conflict in this critical region, including support to the Secretary-General and the Under-Secretary-General on their work related to Somalia. The Division supports the work of the Special Envoy of the Secretary-General, Joaquim Chissano, who is a primary participant in the internationally led peacemaking effort addressing long-standing instabilities and armed conflict in northern Uganda. The Division is also actively engaged in support to the African Union-United Nations Joint Mediation Support Team on the Sudan, working towards political stability among parties in Darfur to facilitate the build-up of the African Union-United Nations presence there.

69. The nature of the work of the Division is also linked to the fact that the region encompasses three countries where the United Nations leads or co-leads peacekeeping operations, namely the Sudan, the Democratic Republic of the Congo and Burundi. The Division's role in this respect is nonetheless critical, since the mandate of the Department of Political Affairs requires it to ensure the long-term political engagement of the United Nations in support of peace and security in these countries, beyond the presence of peacekeeping troops on the ground, as well as to provide a regional perspective and strategy for solutions of deep-rooted issues. The Department's expertise and network of contacts not only with Governments, but also with other organizations in the region, such as regional and subregional organizations, civil society and think tanks, is therefore complementary to its punctual and time-limited engagement.

70. Owing to the regional characteristic of conflict and tensions in this area, the Division also needs to develop more proactive relations with several subregional organizations, so necessary to supporting peace and stability in the region. These organizations include the Southern African Development Community, the Intergovernmental Authority on Development, the East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA) and the Indian Ocean Commission. Notably, the Africa I Division provides and organizes United Nations technical and political support, which many of these organizations require. United Nations support at this stage is critical as some of these organizations attempt to strengthen their own structures and capacities to address peace and security challenges and to develop mechanisms for democratic governance. Among other ongoing efforts, the Division is engaged in supporting the newly established regional follow-up mechanism to the International Conference on the Great Lakes Region and leads an interdepartmental mechanism to support implementation of the Stability Pact for the Great Lakes Region.

71. While the Africa I Division is actively engaged from Headquarters and through missions to the region, efforts are restricted by the inadequacy of Headquarters staffing. Support to countries or situations where the United Nations has not established a field mission is virtually impossible given the limited resources, meaning the Division is less proactive than it needs to be in helping regional organizations and Members States avert crises before they lead to armed conflict. It also does not have the capacity to adequately develop the network of interactions with relevant stakeholders, such as think tanks and civil society organizations in the region that are needed in order to provide the political analysis required. Simply put, given its range of responsibilities in such a volatile region, the staff of the Africa I Division is badly overstretched and the ability to react quickly to unfolding situations or perform core functions is greatly restricted. Additional assets would not

only allow for a more immediate response to situations, including quick deployment capacity from Headquarters, they would also better support ongoing efforts, allowing for additional capacity to enhance work on Somalia and the Horn of Africa and support the continued work of Special Envoy Chissano.

72. Finally, the Division needs to strengthen its capacity to develop structural conflict prevention strategies for the three subregions, that is, the Horn of Africa, the Great Lakes and Southern Africa Indian Ocean. Indeed, while the Department of Political Affairs is not an operational Department and does not undertake developmental projects, it still provides the overall strategic approach for countries in conflict or emerging from conflict. Such an overall strategic approach looks at the various causes of conflicts, including the socio-economic dimension of potential political crisis in the region. Strengthening the Africa I Division would allow it to better integrate its efforts with those of other parts of the United Nations system working on conflict prevention, therefore complementing the work of other agencies, funds and programmes.

73. To correct this situation, the Secretary-General recommends the augmentation of the staff of the Africa I Division by adding a total of seven additional Professional and three General Service staff members dispersed through the Division's three operational sections (the Great Lakes Section, the Horn of Africa Section and the Southern Africa/Indian Ocean Section), as detailed below.

74. The current structure would be maintained, in which the Division is overseen by the current Director (D-2), assisted by the current Deputy (D-1). The Director would maintain all responsibilities to lead and coordinate the work of the Division and would provide senior-level assistance, advice and recommendations for possible action to the Assistant Secretary-General and the Under-Secretary-General for Political Affairs in the fields of preventive diplomacy and peacemaking. The Director would also provide experienced counsel and support to the Special Representatives or Envoys of the Secretary-General. Under the supervision of the Director of the Africa I Division, the Deputy Director would carry out both management and substantive functions, including overseeing the timely and accurate implementation of the Department's human resources targets and recruitment as well as direct assistance to the Director in the management and delivery of the work programme of the Division. The consolidation and strengthening of the three subregional sections within the Division would further free the Director and the Deputy to focus on providing strategic guidance to the Division and on ensuring complementarity among the three teams, as well as to engage more directly with relevant Member States and stakeholders on active political situations. Each operational section would continue to report directly through a Senior Political Affairs Officer to the Director and the Deputy Director.

75. The current five General Service staff would continue to provide secretarial assistance to the Director (1 GS (OL)), the Deputy Director (1 GS (OL)) and other Professional staff in the Division in the preparation of various briefing materials, statements, reports, talking points, personal profiles and various correspondence. They would also assist in the preparation of background material for official visits of senior officials, process incoming and outgoing correspondence, screen telephone calls and make travel arrangements for desk officers and senior officials. Moreover, they would also provide research assistance, compiling basic information and technical data on specific topics and issues from published and electronic sources to

bring to the attention of desk officers the most important current news items. One of the current General Service staff would also serve as the administrative focal point for the Division. The Division as a whole would require three additional staff (3 GS (OL)), in particular to backstop the new Professional staff and to support the increased administrative work, especially travel planning and programme coordination for visiting senior officials from the field. The additional General Service staff would also be required to provide adequate support to information management, archival and other support services. Furthermore, one of the new General Service staff would serve as an information management focal point and assist with research and information gathering, as needed.

Great Lakes Section

76. The Great Lakes Section currently comprises three staff members, a Senior Political Affairs Officer (P-5), supported by one current Political Affairs Officer (P-3) and one current Associate Political Affairs Officer (P-2).

77. It is proposed to strengthen the Section with three new Political Affairs Officers (2 P-4, 1 P-3) in order to enhance the current capacity and better address those issues that have been neglected owing to shortage of staff capacity, including increased interaction with key partners in the United Nations system and enhanced collaboration with regional organizations.

78. The Senior Political Affairs Officer (P-5) would maintain leadership of the Section and would continue to supervise the preparation of analytical reports and assessments related to political, security and socio-economic developments in the subregion. As the Great Lakes Section Head and Senior Political Adviser to the Deputy Director and Director, the Senior Political Affairs Officer identifies emerging issues in the subregion pertaining to the work programme of the Division; provides early warning of impending developments, analyses implications and makes recommendations on possible strategies and measures to respond to political crises and instabilities; and implements the operational activities related to the work of the Department of Political Affairs, including support to the provision of good offices and political analysis and support, from a regional perspective, to other United Nations peace operations in the subregion.

79. The current Political Affairs Officer (P-3), who now covers the Democratic Republic of the Congo, Burundi and Rwanda, three countries emerging from conflict, would be able to follow only the Democratic Republic of the Congo and the regional dimension of the conflict, with a view to ensuring the long-term political engagement of the United Nations.

80. The current Associate Political Affairs Officer (P-2) would support the substantive work of the Section, providing briefing material, research and analysis on special projects, as determined by the Senior Officer.

81. A new Political Affairs Officer (P-4) would cover Rwanda and Burundi and develop conflict prevention strategies for the consolidation of peace in these post-conflict countries and for militating against the resurgence of fresh conflicts in the surrounding region. The current Political Affairs Officer (P-3) would then concentrate on the Democratic Republic of the Congo and its regional implications. The Officer would also support the Division in addressing cross-cutting issues affecting the region. This new configuration would split the work more effectively

to allow for adequate support and attention to emerging, cross-cutting and regional issues, always in close interaction with Member States and regional organizations.

82. The second additional Political Affairs Officer (P-4) would work exclusively on supporting the peace process in northern Uganda, where it is expected that United Nations engagement will intensify in the months leading to the possible signature of a peace agreement, and thereafter in the implementation phase. He/she would work on the likely establishment of a special political mission for northern Uganda and, in close cooperation with the field office, on developing a strategy for durable peace in the country.

83. This increased capacity would most notably enhance follow-up to the implementation of the projects adopted by the Great Lakes conference, as well as support to subregional organizations. Specifically, a Political Affairs Officer (P-4) in this Section would be able to focus exclusively on the regional process for the stability of the Great Lakes region and would act as the United Nations focal point at Headquarters for liaising with the executive secretariat of the International Conference on the Great Lakes Region and for coordinating United Nations support towards the implementation of the Great Lakes stability pact. Indeed, Member States have requested an increased level of political engagement from the United Nations to support this nascent but potentially powerful mechanism for peacebuilding in the region. He/she would focus on assessing regional trends which might affect the stability of the region, such as movements of refugees, drugs, small arms and the illegal exploitation of natural resources.

84. The additional Political Affairs Officer (P-3) would concentrate on the Department's relations with and support to the executive secretariat of the International Conference on the Great Lakes Region. He/she would also act as the desk officer for subregional organizations, including the Economic Community of the Great Lakes Countries, EAC and COMESA.

Horn of Africa Section

85. The Horn of Africa Section would be led by the current Senior Political Affairs Officer (P-5), who would maintain leadership of the Section and would continue to supervise the preparation of analytical reports and assessments related to political, socio-economic and other developments in the subregion. The Section is supported by one Political Affairs Officer (P-4), two current Political Affairs Officers (P-3) and one Associate Political Affairs Officer (P-2). As the Head of the Horn of Africa Section and Senior Political Adviser to the Deputy Director and Director, the Senior Political Affairs Officer identifies emerging issues in the subregion pertaining to the work programme of the Division, provides early warning of impending developments, analyses implications and makes recommendations on possible strategies and measures to prevent conflicts and implements the operational activities related to the work of the Department's prevention and mediation strategies, including support to the provision of good offices.

86. The current Officers oversee country portfolios and provide substantive support to activities in the field not already serviced by special political missions. The existing Officer at the P-4 level covers Somalia. The two existing Officers at the P-3 level and the existing Officer at the P-2 level support the Senior Political Affairs Officer with specific countries demanding high attention, including by providing technical and substantive back-up for the implementation of the Section's

workplan. They are also tasked with following political developments in the Inter-Governmental Authority on Development and with identifying ways to support regional processes.

87. In order to augment the Section's capacity to address countries in crisis and to better cover cross-cutting regional issues, the Horn of Africa Section would require two new Political Affairs Officers (P-4), who would be assigned the following responsibilities.

88. One Political Affairs Officer (P-4) would be responsible for coordinating the analysis of regional cross-cutting issues in the Horn of Africa, including the common internal governance problems and the issue of water scarcity, and would oversee the implementation of regional conflict prevention strategies in specific cases, as directed by the Senior Officer. The Officer would support work in areas of active conflict and enhance the Division's capacity to engage more regularly at the field level and to provide enhanced political guidance to field efforts.

89. The other Political Affairs Officer (P-4) would augment the capacity of the current Senior Political Affairs Officer in providing mediation support in the region. The Department of Political Affairs is increasingly engaged in providing analytical support and guidance to the political mediation activities in this region, such as is the case in the Sudan, and it will be vital to have additional Professional mediation capacity to assist the efforts of the United Nations and regional organizations as needs and opportunities develop. Ongoing efforts have necessitated frequent visits to the mission area, including participation by Officers in the work of the Joint Mediation Support Team that supports the joint African Union/United Nations facilitation.

Southern Africa/Indian Ocean Section

90. The Southern Africa/Indian Ocean Section would be led by a current Senior Political Affairs Officer (P-5), supported by two Political Affairs Officers (P-4).

91. The Senior Political Affairs Officer would maintain leadership of the Section and would continue to supervise the preparation of analytical reports and assessments related to political, socio-economic and other developments in the subregion covered by members of the Section. As the Southern Africa/Indian Ocean Section leader and Senior Political Adviser to the Deputy Director and Director, the Senior Political Affairs Officer identifies emerging issues in the subregion pertaining to the work programme of the Division, provides early warning of impending developments, analyses implications and makes recommendations on possible strategies and measures and implements the operational activities related to the work of the Department of Political Affairs, including support to the provision of good offices.

92. The existing Political Affairs Officers (P-4) would maintain coverage of country portfolios, reviewing and monitoring activities in the countries assigned and preparing reports and briefing material as well as advice to senior managers on possible conflict prevention policies and activities.

93. In order to augment the capacity of the Section, it is proposed to establish two additional posts, a Political Affairs Officer (P-3) and an Associate Political Affairs Officer (P-2) to support the existing Officers in covering 11 countries and enable the Section to better address cross-cutting subregional issues. Indeed, while the

southern Africa and Indian Ocean subregion does not presently experience an active armed conflict, it is prone to a number of instabilities resulting from factors such as conflictive land reform processes, the impact of the high incidence of HIV/AIDS, which is increasingly recognized by Member States as representing a threat to peace and security, natural disasters, as well as weak institutions and disputed electoral processes, all of which have the potential to lead to violence if conflict prevention strategies are not put in place. It is therefore imperative that stronger capacity be developed to better address the root causes of potential violence and to develop political strategies for dialogue and inclusiveness.

94. The new Political Affairs Officer (P-3) would take over responsibility from a current desk officer at the P-4 level who monitors the countries of the Indian Ocean. The current Officer would be freed to undertake analysis and policy formulation on the cross-cutting regional issues referred to above. He/she would also work more closely and directly with the Southern African Development Community and the Indian Ocean Commission, including visits to both organizations to increase the Organization's engagement and support for their activities in the field of conflict prevention.

95. The new Associate Political Affairs Officer (P-2) would support the entire Section by gathering information and preparing research, briefing material and talking points for specific countries, under the direction of the Senior Political Affairs Officer.

B. Africa II Division

Existing posts: 1 D-2, 1 D-1, 3 P-5, 4 P-4, 3 P-3, 2 P-2, 6 GS (OL)

Proposed additional posts: 2 P-3, 4 P-2, 2 GS (OL)

	Professional category and above									*General Service and related categories*					
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/P-1*	***Total***	*Field Service*	*Principal level*	*Other level*	*Security Service*	***Total***	***Total***
Africa II Division															
(a) Proposed 2008/09	—	—	1	1	3	4	3	2	**14**	—	—	6	—	**6**	**20**
(b) Proposed restructuring 2007															
Management	—	—	1	1	—	—	—	—	**2**	—	—	8	—	**8**	**10**
Central Africa Section	—	—	—	—	1	1	2	3	**7**	—	—	—	—	—	**7**
West Africa Section	—	—	—	—	1	2	1	2	**6**	—	—	—	—	—	**6**
North Africa/Indian Ocean Section	—	—	—	—	1	1	2	1	**5**	—	—	—	—	—	**5**
(c) Total proposed restructuring 2007	—	—	1	1	3	4	5	6	**20**	—	—	8	—	**8**	**28**
Variance = (c)-(a)	—	—	—	—	—	—	**2**	**4**	**6**	—	—	**2**	—	**2**	**8**

96. The Africa II Division supports United Nations efforts to stabilize and strengthen peace throughout Central, North and West Africa. A number of countries in this region are beset by armed conflict, civil strife and political tensions; others face challenges owing to weak institutional profiles and limited capacity. Focused on this region, 12 desk officers cover 27 countries while supporting many United

Nations field-based peacemaking and peacebuilding efforts. In West Africa, the Division is the primary support to the United Nations Office for West Africa, mandated by the Security Council since 2002 to provide multilevel and regional peacebuilding, mediation and liaison efforts.

97. Staff members of the Africa II Division are currently detailed to United Nations-mediated talks on Western Sahara. In the Central African Republic, the Department's support to the United Nations Peacebuilding Support Office in the Central African Republic has helped end a cycle of political and military instability and has supported efforts to restore constitutional order. The Division also supports many important good offices missions to the region, including work to mediate border disputes between Cameroon and Nigeria, and the ongoing good offices of the Secretary-General to mediate the territorial dispute between Equatorial Guinea and Gabon. In addition, the Division contributes to the Secretariat's work on Guinea-Bissau, supporting national reconciliation and promoting national capacity for conflict prevention. Moreover, the Division maintains relationships with eight regional and subregional organizations, among them the African Union, the Economic Community of Central African States (ECCAS), the Economic and Monetary Union of Central Africa (CEMAC), the Economic Community of West African States (ECOWAS) and the Arab Maghreb Union (UMA). Even with such efforts, the region continues to pose acute challenges that call for continued longer-term United Nations efforts and others that demand quick response.

98. Considering the acute challenges presented in the region and the Organization's engagement in many other regional efforts, the current staffing level of the Africa II Division is inadequate. Although efforts have been undertaken to meet the workload of the Division with existing staff, the volume and the complexity of the work, the nature of political developments and the frequency of conflicts in countries and within the region have made this impossible. For example, when conflict or emergency situations erupt and demand immediate attention, staff limitations mean that other standard tasks lack adequate attention. In addition, when the Secretary-General, or one of his Envoys, call desk officers to join them on important field missions, Headquarters staff is depleted and routine work lags behind.

99. In the light of the current staffing constraints owing to understaffing in the Division, the Secretary-General proposes to increase the Professional staff by six Political Affairs Officers and two General Service staff, as detailed below. This staffing increase is vital to enable the Division to adequately perform core functions, while maintaining the necessary quality of support to the field. The additional staff component would eliminate the current reality, where emergency situations dominate resources, resulting in an insufficient focus on standard operations. Adequate staffing would also ensure effective support to field operations not currently covered by special political missions. Additional staff would provide greater depth in the Division to address cross-cutting thematic issues of relevance, such as political development, human rights, proliferation of small arms, gender mainstreaming, rebuilding of State institutions, security sector reform and efforts aimed at curbing the regional threats posed by illicit arms and drug trafficking, as well as by mercenaries, militias and other non-State actors.

100. Under this proposal, the current structure would be maintained, with the Division overseen by the Director (D-2), assisted by a Deputy (D-1). The current

Director would lead and coordinate the work of the Division, provide senior assistance, advice and recommendations for possible action to the Assistant Secretary-General and the Under-Secretary-General for Political Affairs in the fields of preventive diplomacy and peacemaking. The Director would also provide experienced counsel and support to the Special Representatives or Envoys of the Secretary-General and be dispatched as required for missions at the discretion of senior management. Under the supervision of the Director of the Africa II Division, the Deputy Director would carry out management and substantive functions. The management functions would include overseeing the timely and accurate implementation of the Department's human resources targets, as well as the programme budget and work programme of the Division, and timely submission of e-PAS of the staff of the Division. The substantive functions would include assisting the Director in the management of the work of the Division in the field of political, peace and security matters in the countries in the Central, West and North African subregions and proposing measures aimed at strengthening the capacity of the United Nations in preventive diplomacy, peacemaking, mediation and good offices, as well as in post-conflict peacebuilding.

101. The Division, comprising three substantive Sections, namely Central Africa, West Africa, and North Africa, would be maintained, with each Section being led by a Senior Political Affairs Officer (P-5) reporting directly to the Director through the Deputy. As desk officers for assigned countries and for issues relating to cooperation with specific subregional organizations, Political Affairs Officers would focus on political analysis and assessment within assigned areas with a view to providing early warning advice and contributing to the formulation of recommendations for the Under-Secretary-General for Political Affairs. Moreover, they would provide effective and timely implementation of the Division's growing tasks, especially in the areas of conflict prevention and good offices for the Special Envoys of the Secretary-General.

102. In addition to acting as Head of Section, one of the Officers at the P-5 level would perform the tasks of focal point for the Mediation Support Unit. The focal point represents the Division at weekly meetings of the Unit, identifies possible issues within the Division that could benefit from Unit support and facilitates quiet diplomacy, dialogue and mediation activities for the Division.

103. The current six General Service staff would continue to provide secretarial assistance to the Director, the Deputy Director and desk officers in the three Sections of the Division in the preparation of various briefing materials, statements, reports, talking points, personal profiles and various correspondence. They would also assist in the preparation of background material for official visits of senior officials, process incoming and outgoing correspondence, screen telephone calls and make travel arrangements for desk officers and senior officials. In addition, they would provide research assistance to the three Sections, compiling basic information and technical data on specific topics and issues from published and electronic sources to bring to the attention of desk officers the most important current news items. One of the current General Service staff would also serve as the administrative focal point for the Division.

104. To support the overall operation of this Division, two new General Service staff would be added to support archival and information management initiatives across the Division and to support the increased administrative burden of additional

staff and increased travel. In particular, they would organize, maintain and update a variety of files for related countries, covering interrelated subjects and issues for the needs of the Division. The development of a comprehensive, integrated and reliable information management strategy and system[6] will require the dedicated attention of at least one of the new General Service staff.

Central Africa Section

105. Within the Central Africa Section, the Senior Political Affairs Officer (P-5) would supervise the staff within the Section, providing guidance and coordination and ensuring that work is carried out in a timely fashion and that responsibilities are equitably distributed among team members. The Head of Section would ensure that the preparation of analytical reports and assessments related to political, socio-economic and other developments in the subregion covered by members of the Section meet the needs and quality standards of the Department. As Head of the Central Africa Section and Senior Political Adviser to the Deputy Director and Director, the Senior Political Affairs Officer would identify emerging issues in the subregion pertaining to the work programme of the Division; provide early warning of impending developments, analyse implications and make recommendations on possible strategies and measures; and implement the operational activities related to the work of the Department of Political Affairs, including support to the provision of good offices. The Section would continue to be supported by three current Political Affairs Officers (1 P-4, 2 P-3) and an Associate Political Affairs Officer (P-2). The Political Affairs Officer (P-4) would provide political analysis and recommendations, in addition to supporting and participating in Secretariat-led missions and conflict prevention activities in Chad and the Central African Republic. He/she would also represent the Department at the Integrated Mission Task Force led by the Department of Peacekeeping Operations, providing political and regional analysis for the United Nations Mission in the Central African Republic and Chad, coordinating, where required, with other Officers on the Task Force to ensure coherence in the Organization's regional approach to these issues. Such analysis would be provided at the request of senior management and in close coordination with the Department of Peacekeeping Operations. To that end, the Officers would monitor and analyse political and regional developments in this geographic area based on information from key actors and regional organizations on the ground.

106. The two Officers at the P-3 level would monitor developments, provide political analysis and early warning, assess trends, draft talking points, notes and reports, arrange and participate in negotiations and support missions and field operations in Cameroon, Gabon, Equatorial Guinea and the Congo. They would also provide substantive guidance to Envoys, interact with country teams and with other United Nations offices, as required, and with subregional organizations (ECCAS and CEMAC).

107. Under this proposal, the Section would be strengthened with two additional Associate Political Affairs Officers (P-2) to provide increased support to the existing Associate Political Affairs Officers (P-2). The incumbents would support the Central Africa Section with research and analysis on specific issues as directed by the Senior Officer and would also support senior staff in the preparation of the large volume of briefing material and talking points in support of the Secretary-General's

trips and bilateral meetings with government officials in the region in addition to yearly sessions of the General Assembly.

West Africa Section

108. For the West Africa Section, the current Senior Political Affairs Officer (P-5) would maintain leadership, supervise staff within the Section and contribute to the formulation of the work programme of the Division. He/she would continue to supervise the preparation of analytical reports and assessments related to political, socio-economic and other developments in the subregion carried out by members of the Section. As the Head of the West Africa Section and Senior Political Adviser to the Deputy Director and the Director of the Division, the Senior Political Affairs Officer would identify emerging issues in the subregion pertaining to the work programme of the Division; provide early warning of impending developments, analyse implications and make recommendations on possible strategies and measures; and implement the operational activities related to the work of the Department of Political Affairs, including support to the provision of good offices.

109. In addition, the current staffing establishment comprises three Political Affairs Officers (2 P-4, 1 P-3) and an Associate Political Affairs Officer (P-2). The two Political Affairs Officers (P-4), who would focus on the countries of the Greater Mano River Basin (Côte d'Ivoire, Guinea, Guinea-Bissau, Liberia and Sierra Leone) and on Nigeria, Senegal and the Gambia, would pay special attention to relations with subregional organizations in West Africa, in particular ECOWAS, assess trends that might affect the political situation in the region and would stand ready to be deployed at short notice to mission areas to support good offices in potential conflict situations and a Political Affairs Officer (P-3) responsible for monitoring national political developments in Ghana, Burkina Faso, Mali, Togo, Sao Tome and Principe, Cape Verde, Benin and the Niger, as well as initiatives taken by intergovernmental groups, United Nations organizations, Governments and non-governmental organizations within the subregion. The Officer would also be dedicated to integrating work on cross-cutting issues across the region through more effective liaison with key United Nations agencies, funds and programmes. In particular, he/she would monitor political developments in the Niger and Mali and develop, jointly with colleagues of the North Africa Section, a long-term programme addressing specific peace and security issues in the Sahel region.

110. The current Associate Political Affairs Officer (P-2) complements the work of current desk officers in gathering, selecting and analysing information contained in communications and publications received from different sources, as well as maintaining up-to-date knowledge of events relating to political issues in West Africa. The Officer also monitors discussions in various forums, including civil society organizations.

111. It is proposed to establish the additional post of Associate Political Affairs Officer (P-2) to provide additional research and analysis, as directed by the Senior Officer, and assist the West Africa Section in covering special projects, including political dialogues, conferences on cross-border security issues, combating drugs and human trafficking, including liaison work with the United Nations International Drug Control Programme, and programmes for youth unemployment in close coordination with UNDP and other United Nations agencies, funds and programmes. The Officer would also support senior staff in the preparation of the large volume of

briefing material and talking points in support of the Secretary-General and other senior managers' work related to conflict prevention in West Africa, including support for bilateral meetings, visits to the region and participation in regional and subregional meetings and forums.

North Africa Section

112. The North Africa Section would be led by a current Senior Political Affairs Officer (P-5), supported by an existing Political Affairs Officer (P-4), who would maintain leadership of the Section and continue to supervise the preparation of analytical reports and assessments related to political, socio-economic and other developments in the subregion covered by members of the Section. As Head of the North Africa Section and Senior Political Adviser to the Deputy Director and the Director of the Division, the Senior Political Affairs Officer would identify emerging issues in the subregion pertaining to the work programme of the Division; provide early warning of impending developments, analyse implications and make recommendations on possible strategies and measures; and implement the operational activities related to the work of the Department of Political Affairs, including support to the provision of good offices. Currently, the Head of Section and one Political Affairs Officer (P-4) cover all five countries in the Section. They review and monitor activities in the country or region, assess trends which might affect the political situation and the political impact of intraregional issues and analyse political and related events with a view to providing early warning advice. They also prepare analytical reports and papers on sensitive and high-profile matters of concern and draft notes, background papers, talking points, speeches and other correspondence for senior United Nations officials. In addition, the Political Affairs Officer (P-4) arranges and participates in negotiations on Western Sahara, one of the longest-standing issues on the agenda of the Security Council.

113. Three additional Political Affairs Officers (2 P-3, 1 P-2) would be needed to adequately meet the Division's responsibility for the Section. This would allow the current Officer at the P-4 level to focus on Morocco and the Western Sahara, ensuring better support to the Personal Envoy for Western Sahara and the development of strategies and recommendations for implementation of Security Council resolution 1754 (2007). The two Officers at the P-3 level would perform the duties described above and cover Mauritania, Tunisia, Algeria and the Libyan Arab Jamahiriya in addition to UMA. The additional Officers would allow for adequate coverage of these large countries that play important roles in several international and regional organizations, including the African Union, UMA and the Community of Sahel-Saharan States.

114. The new Associate Political Affairs Officer (P-2) would provide additional research, as directed by the Senior Officers of the Section, and would assist the North Africa Section in covering special projects, such as combating terrorism, drug and human trafficking along the Sahel corridor, in close cooperation and liaison with the United Nations Office on Drugs and Crime. The additional Officers would also support senior staff in the preparation of the Secretary-General's report to the General Assembly on Western Sahara and of the large volume of briefing material and talking points for the yearly Assembly sessions and in support of trips and bilateral meetings held by the Secretary-General, the Deputy Secretary-General, the Under-Secretary-General and the Assistant Secretary-General.

C. Restructuring the Asia and Pacific Division

115. In the highly diverse geographic area now covered by the Asia and Pacific Division, there are five major armed conflicts, nine "minor" armed conflicts and 16 countries with a critically low peacebuilding capacity. Overall, the 12 desk officers in this Division carry a portfolio of 30 States requiring continual attention. OIOS recently determined that the Division's quantified output — reports, statements, talking points, notes, meetings — exceeds the output of all other regional divisions combined (see E/AC.51/2006/4).

116. The Division carries the heavy burden of substantive and operational support of five complex missions, including the United Nations Special Coordinator for the Middle East Peace Process (UNSCO). It also supports the work of the Headquarters-based Special Adviser for the International Compact with Iraq and Other Political Issues and the Special Envoy of the Secretary-General for Myanmar, and regularly delivers extensive services to support meetings of Member States on such complex issues as Iraq, the Middle East peace process and the situation in Lebanon. The Division also assists and advises the Secretary-General in his participation in the Middle East Quartet by taking part in preparatory meetings and intense drafting sessions with experts from the Quartet participants and by coordinating inputs from other United Nations agencies, funds and programmes relevant to the Quartet meetings.

117. In addition to providing critical political advice and support to the Secretary-General and the Under-Secretary-General for Political Affairs, the Division provides advice and support on political matters to other departments in the Secretariat and the broader United Nations system on political issues in the Asia-Pacific region. This includes, for example, advice to peacekeeping or peacebuilding operations not directly managed by the Division, such as the United Nations Assistance Mission in Afghanistan and the United Nations Integrated Mission in Timor-Leste[8] as well as to United Nations country teams on specific political issues. The Division's political advice also extends to interdepartmental and inter-agency mechanisms, such as the Executive Committee on Peace and Security, the Executive Committee on Humanitarian Affairs and the Framework Team.

118. The present baseline of activity and growing demands have put in question the ability of the Division to meet its performance expectations at current staffing levels. Under the current dispensation, any serious engagement in one country or issue essentially creates a situation whereby other equally important situations are left without the necessary attention, creating a gap in coverage. To correct structural and resource problems currently encountered by the Asia and Pacific Division, the Secretary-General proposes that it be split into a new Middle East and West Asia Division and Asia and Pacific Division, and that the staff components of each be strengthened.

119. Currently, the Division is headed by a Director (D-2) and two Deputy Directors (D-1). It is proposed that each new Division would be headed by a Director (D-2), with the assistance of a Deputy Director (D-1). Each new Division would be reorganized into two sections, each with two units, each headed by a

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[8] Such advice is offered to the Department of Peacekeeping Operations as part of regular consultations; the advice of the Department of Political Affairs focuses on regional issues.

Senior Political Affairs Officer. The new structure would provide the necessary day-to-day substantive and operational guidance, while freeing up the Directors to engage more actively in diplomatic activity as delegated by senior management.

D. Middle East and West Asia Division

Existing posts: 1 D-2, 1 D-1, 2 P-5, 1 P-4, 1 P-3, 1 P-2, 3 GS (OL)

Proposed additional staff in the programme budget for 2008-2009: 1 P-3[9]

Proposed additional posts: 2 P-5, 2 P-4, 5 P-3, 1 P-2, 4 GS (OL)

	Professional category and above									*General Service and related categories*					
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/P-1*	***Total***	*Field Service*	*Principal level*	*Other level*	*Security Service*	***Total***	***Total***
Middle East and West Asia Division									—					—	—
(a) Proposed 2008/09			1	1	2	1	2	1	**8**			3		**3**	**11**
(b) Proposed restructuring 2007									—					—	—
Management			1	1					**2**			6		**6**	**8**
Middle East Section									—					—	—
Israel-Palestine Unit					1	1	3		**5**					—	**5**
Lebanon-Syria-Jordan Unit					1		1	1	**3**					—	**3**
Subtotal	—	—	—	—	**2**	**1**	**4**	**1**	**8**	—	—	—	—	—	**8**
Gulf Section															
Iraq Unit					1	2	2		**5**					—	**5**
Gulf Unit					1		1	1	**3**			1		**1**	**4**
Subtotal	—	—	—	—	**2**	**2**	**3**	**1**	**8**	—	—	**1**	—	**1**	**9**
(c) Total proposed restructuring 2007	—	—	1	1	4	3	7	2	**18**	—	—	7	—	**7**	**25**
Variance = (c)-(a)	—	—	—	—	**2**	**2**	**5**	**1**	**10**	—	—	**4**	—	**4**	**14**

120. The new Middle East and West Asia Division would be divided into the Middle East Section, comprising the Israel-Palestine Unit and the Lebanon-Syria-Jordan Unit; and the Gulf Section, comprising the Iraq Unit and the Gulf Unit. In addition to this new structure, Professional-level staffing would be enhanced by 10.

121. The current three Administrative Assistants (General Service (Other level)) would continue to provide secretarial assistance to the Director (1 GS (OL)), the Deputy Director (1 GS (OL)) and other Professional staff in the Division in the

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[9] Includes one post at the P-3 level proposed in the programme budget for the biennium 2008-2009, recommended by the Advisory Committee on Administrative and Budgetary Questions in chap. II, part II, para. II.3, of its report (A/62/7).

preparation of various briefing materials, statements, reports, talking points, personal profiles and correspondence. They would also assist in the preparation of background material for official visits of senior officials, process incoming and outgoing correspondence, screen telephone calls and make travel arrangements for desk officers and senior officials. In addition, they would provide research assistance, compiling basic information and technical data on specific topics and issues from published and electronic sources to bring to the attention of desk officers the most important current news items.

122. One of the current Administrative Assistants (General Service (Other level)) would also serve as the administrative focal point for the Division.

123. Four additional Administrative Assistants (General Service (Other level)) would be required to provide administrative and information management support to the expanded team, with one of the new General Service staff also serving as an information management focal point.

Middle East Section

124. The Department's work to achieve a comprehensive solution to the Arab-Israeli conflict would be a priority of the newly formed Middle East Section. In order to improve operational action, two operational units would be established: the Israel-Palestine Unit and the Lebanon-Syria-Jordan Unit, providing an operational structure to better address the heavy burden in this important region. The Middle East peace process in all its dimensions would continue to be a priority for the newly formed Middle East Section and work in this regard would be carefully coordinated by the Director and the Deputy Director. The Middle East is a region where the United Nations works widely, not only through its support to the peace process, but also through its important role in Lebanon and through Security Council scrutiny of other issues in the region. A fuller capacity for the Middle East Section would allow the Department to fully support United Nations field presences, including UNSCO, which is expected to be further engaged in support of peace and stability in the region.

125. Currently, the Middle East team — which covers Israel, the Occupied Palestinian Territory, Lebanon, Syria and Jordan — comprises only one Senior Political Affairs Officer (P-5) and one Political Affairs Officer (P-3).

126. One additional Political Affairs Officer (P-3), recently proposed in the programme budget for the biennium 2008-2009, was recommended by the Advisory Committee on Administrative and Budgetary Questions in chapter II, part II, paragraph II.3, of its report (A/62/7). As outlined below, the Middle East Section would have additional capacity to provide adequate substantive guidance to better support international and regional efforts to bring peace and stability to the region.

Israel-Palestine Unit

127. Working to enhance stability on the ground as well as continued international diplomatic efforts, the Israel-Palestine Unit would focus on aspects of the Middle East peace process related to Israel and Palestine in addition to the work of the Quartet.

128. Given the current staffing levels within the Division, only one Senior Political Affairs Officer (P-5) covers the desks for Israel and the Occupied Palestinian Territory

and thus has had to be largely reactive in dealing with initiatives from the Quartet and other partners. The Officer currently coordinates and supervises work related to the Quartet, relevant Security Council mandates and Secretariat action towards the implementation of Council resolutions 242 (1967), 338 (1973), 1397 (2002) and 1515 (2003), including the drafting of annual reports to the General Assembly and monthly Council briefings for the Under-Secretary-General. The Officer has broad responsibilities for monitoring the complex and fast-changing events and developments in this area, participates as the representative of the Secretary-General in the numerous meetings on the topic both in New York and in the region and provides support and guidance to the Envoy of the Secretary-General at the Quartet, attending all meetings of the Quartet and acting as the focal point in New York for Quartet-related activities. The Political Affairs Officer (P-3)[10] would lead the Unit's substantive backstopping of UNSCO, supporting its ability to rapidly respond to the requests of the parties, assisting at the Headquarters level with administrative issues and policy coordination, and enabling UNSCO to serve more effectively as the Organization's focal point for peace and security issues in the region.

129. Three additional Political Affairs Officers (1 P-4, 2 P-3) would be needed to fully implement the tasks of the Unit, focusing on all aspects of the Middle East peace process related to Israel and Palestine.

130. The existing Senior Political Affairs Officer (P-5) would lead the Unit and would continue to perform the tasks as described above, while the new Political Affairs Officer (P-4) would be responsible for monitoring relevant political developments in the region, including relevant regional processes and political developments, and would assist the Senior Officer on Quartet issues and issues related to the promotion and implementation of the Arab Peace Initiative. The additional staff member would allow the team to conduct enhanced research and analysis on peace and security issues related to the Middle East; provide substantive political, operational and planning support for good offices mediation and other political initiatives undertaken by the Secretary-General and his representatives; and better support the newly invigorated Middle East peace process. Among other tasks, the Officer would provide backstopping to the Special Coordinator for the Middle East peace process and other ad hoc envoys and missions, and liaise more effectively with the Quartet Envoy and United Nations bodies, agencies and programmes at United Nations Headquarters.

131. A new Political Affairs Officer (P-3) would be responsible for leading the drafting process on the large number of reports to the General Assembly and Security Council required of this team, including the Secretary-General's reports on assistance to the Palestinian people, Palestinian refugees' properties and their revenues, peaceful settlement of the question of Palestine, and the situation in the Middle East; the monthly briefing and regular emergency briefs on the situation in the Middle East, as required by senior management, the Council or the Assembly. The Officer would also be available to deploy to the region to support UNSCO on single but urgent assignments, such as the fact-finding mission in support of the Beit Hanoun incident in 2006. The Officer would ensure due consultation with Member States and relevant regional organizations, while the other additional Political

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[10] Proposed in the programme budget for the biennium 2008-2009 and approved by the Advisory Committee on Administrative and Budgetary Questions in chap. II, part II, para. II.3 of its report (A/62/7).

Affairs Officer (P-3) would support the Senior Officer and senior management in the Division by being the focal point for the large number of requests for talking points, briefing notes, meeting notes and correspondence required on issues related to Israel and Palestine by various parts of the system.

132. Having sufficient staffing in the Unit would also allow for temporary deployments to the region in support of UNSCO or other field operations without creating staffing gaps that handicap the work of the Division and the Department.

Lebanon-Syria-Jordan Unit

133. A focus of the work of the Lebanon-Syria-Jordan Unit would be to monitor political developments with regard to Security Council resolution 1701 (2006) to help maintain peace and reduce the chance of renewed conflict and to provide support for longer-term solutions to reduce tension.

134. Currently, one Political Affairs Officer (P-3) undertakes the reporting obligations to the Security Council under resolution 1701 (2006), providing the Department's comprehensive comments on reports prepared by the Special Envoy for the Implementation of Security Council resolution 1559 (2004), and support to the monthly briefing by the Under-Secretary-General on the situation in the Middle East. The Officer also provides the substantive support for ad hoc missions and envoys to this important region, as requested by the legislative authorities or senior management.

135. To support the proposed structure of the new Division and to effectively oversee the work of the Unit, a new Senior Political Affairs Officer (P-5) and an Associate Political Affairs Officer (P-2) would be required.

136. In addition to coordinating the work of the Unit with the Division and the Israel-Palestine Unit, working closely with senior management to ensure a comprehensive approach to all issues in the Middle East, the proposed Senior Political Affairs Officer (P-5) would formulate policy advice and recommendations; plan strategies and actions relating to conflict prevention, peacebuilding and peacemaking in his/her area of responsibility; provide advice and support to senior management on issues of conflict prevention pertaining to the region; and maintain relationships with senior staff of relevant peacekeeping operations and other United Nations bodies. Frequent missions to the field would be envisaged to support the heavy reporting obligations under various mandates in this region, including resolutions 1701 (2006), 1559 (2004) and 1636 (2005).

137. The new Associate Political Affairs Officer (P-2) would gather, select and analyse information contained in communications and publications received from different sources, including the press. The Officer would also monitor actions taken by intergovernmental groups, United Nations organizations and governmental and non-governmental organizations and provide input into political, humanitarian and economic efforts and programmes. In addition, the Officer would be responsible for creating a database to track project progress and provide other information on a proactive basis.

138. The current Political Affairs Officer (P-3) would continue to provide technical and substantive backup in the implementation of mandates. He/she would maintain contacts with other sectors of the mission, United Nations international partners and government authorities on coordination and policy matters, and would continue

drafting periodic reports to the Security Council, code cables, briefing notes, talking points for senior United Nations officials, internal memorandums and other communications on issues under his/her purview. The Officer would also travel to the region, as required, to support political initiatives, monitor developments within countries of the area and provide analysis of relevant regional developments.

Gulf Section

139. Within the Gulf Section, an Iraq Unit would be formed together with a Gulf Unit.

Iraq Unit

140. The Iraq Unit would maintain focus on political, economic, reconstruction, humanitarian and human rights issues related to Iraq, as well as regional developments affecting the situation in the country and the national reconciliation process. In accordance with Security Council resolution 1770 (2007) and consistent with the Secretary-General's statements, the role of the United Nations is expected to grow as an important instrument of the international community. The Department of Political Affairs will thus continue to provide interdepartmental coordination and guidance for the full range of Headquarters-based United Nations activities in Iraq, including the preparation of international meetings and reports on the situation in Iraq, as it may be required by the legislative authorities and senior management.

141. The current Senior Political Affairs Officer (P-5), supported by an existing Political Affairs Officer (P-4), would lead and coordinate activities of the Unit. He/she would formulate political strategies and initiatives, and advise senior management on a wide range of Iraq-related issues. The Senior Political Affairs Officer (P-5) would ensure appropriate follow-up and implementation of Iraq-related activities. In this context, he/she would liaise with the United Nations Assistance Mission for Iraq (UNAMI), United Nations departments and agencies, United Nations funds and programmes, permanent missions, non-governmental organizations, as well as regional organizations and international financial institutions on all issues related to Iraq.

142. The current Political Affairs Officer (P-4) would monitor political activities in Iraq and developments in the region affecting the situation in Iraq. Moreover, he/she would carry out in-depth analyses on complex political developments and cross-cutting issues. Moreover, he/she would assist in formulating policy options and coordinate their implementation. The Political Affairs Officer would also assist in preparing reports and briefings to the legislative authorities and senior management. In addition, he/she would coordinate and liaise on a wide range of political-related issues with concerned United Nations departments, permanent missions, regional organizations and UNAMI.

143. It is proposed to establish two additional Political Affairs Officers (1 P-4, 1 P-3), with the requested Political Affairs Officer (P-4) being responsible for focusing on economic, development and reconstruction issues related to Iraq. He/she would monitor developments in Iraq that are related to the areas of his/her focus and draft analyses and recommendations in that regard. The new post is significant, following the successful launch of the International Compact in 2007, given that the Government of Iraq and its partners attach great importance to this initiative and consider it one of the main frameworks for its engagement with the international

community. He/she would assist in elaborating strategies and options related to his/her area of focus and support the coordination of their implementation. He/she would also coordinate and liaise on a wide range of economic and development-related issues with concerned United Nations departments, agencies, funds and programmes, as well as UNAMI, permanent missions, regional organizations and international financial institutions.

144. The second requested Political Affairs Officer (P-3) would assist in preparing draft speeches, notes, briefings, reports, correspondence and talking points on the situation in Iraq, in support of the activities by senior managers, including the Secretary-General. He/she would attend and brief coordination meetings related to Iraq, as required. He/she would also monitor current trends and problems in Iraq and prepare analyses, as required. Moreover, the Political Affairs Officer would assist in the organization of international meetings on Iraq and in the preparation of the required documentation.

Gulf Unit

145. The establishment of the Gulf Unit would address the large array of issues stemming from the fluid domestic politics, the emerging influence and activities of the Gulf Cooperation Council and other regional endeavours and boost the capacity of the Department of Political Affairs in this underserved region.

146. Currently one Political Affairs Officer (P-2) covers the Gulf States in addition to the five countries of Central Asia. The Officer is responsible for following political and other developments in the Gulf and Central Asian region. The serious shortage of staff to cover this dynamic area means that many opportunities for preventive diplomacy and engagement with cross-cutting issues are being missed.

147. The proposed Gulf Unit would comprise an additional Senior Political Affairs Officer (P-5), a Political Affairs Officer (P-3) and a Research Assistant (General Service (Other level)).

148. The proposed Senior Political Affairs Officer (P-5) would coordinate the work of the Gulf Unit and serve as its team leader, providing substantive guidance regarding the Gulf countries to its members. The Officer would formulate political strategies, initiate and carry out in-depth analyses of the complex developments and cross-cutting issues in the region, such as Gulf security, economic and political modernization processes and regional cooperation. He/she would provide early warning advice and policy proposals on conflict prevention, resolution and peacebuilding for consideration by senior United Nations management. Importantly, the Officer would serve as the desk officer for the Islamic Republic of Iran, which is expected to continue to be an important regional actor.

149. The new Political Affairs Officer (P-3) would cover six Gulf Cooperation Council countries and Yemen, and conduct research and carry out analyses on political situations affecting assigned countries and organizations; maintain contacts with United Nations counterparts, in particular United Nations country teams, as well as national and international actors; provide policy advice and recommendations and assist the Senior Political Affairs Officer (P-5) in covering cross-cutting issues as they impact the region.

150. The current Political Affairs Officer (P-2) would be in a position to focus on maintaining and developing relations with the two regional organizations — the

League of Arab States and the Organization of the Islamic Conference — and carrying out the activities mandated by the General Assembly in its resolutions relevant to United Nations cooperation with regional organizations, including the preparation and follow-up of general cooperation meetings. In addition, the Officer will develop relations with the Gulf Cooperation Council, which has remained largely off the United Nations radar screen owing to the lack of capacity.

151. The Gulf Unit would be supported by a new Research Assistant (General Service (Other level)), who would assist in monitoring political developments; select and compile materials from published and electronic sources; and prepare databases. He/she would assist in carrying out research for desk officers; create, organize, maintain and update files of relevant documents; and assist with coordinating with other units/divisions of the United Nations Secretariat and permanent missions.

152. The establishment of the Gulf Unit and its enhanced staff would support increased interaction and engagement with the region and its organizations and contribute to a more regular system of consultations and joint activities in support of conflict prevention and peacebuilding.

E. Asia and Pacific Division

Existing posts: 1 D-1, 3 P-5, 2 P-4, 1 P-3, 4 GS (OL)

Proposed additional posts: 1 D-2, 1 P-5, 2 P-4, 6 P-3, 1 P-2, 3 GS (OL)

	Professional category and above									*General Service and related categories*					
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/ P-1*	***Total***	*Field Service*	*Principal level*	*Other level*	*Security Service*	***Total***	***Total***
Asia and Pacific Division									—					—	—
(a) Proposed 2008/09				1	3	2	1	—	7			4		**4**	**11**
(b) Proposed restructuring 2007															
Management			1	1					**2**			4		**4**	**6**
Central and South Asia Section									—					—	—
Central Asia Unit					1	1	1		**3**			1		**1**	**4**
South Asia Unit					1	1	2	1	**5**			—		—	**5**
Subtotal Central and South Asia	—	—	—	—	**2**	**2**	**3**	**1**	**8**	—	—	**1**	—	**1**	**9**
East Asia and Pacific Section															
North-East Asia Unit					1	1	1		**3**			1		**1**	**4**
South-East Asia and Pacific Unit					1	1	3		**5**			1		**1**	**6**
Subtotal East Asia and Pacific	—	—	—	—	**2**	**2**	**4**	—	**8**	—	—	**2**	—	**2**	**10**

	Professional category and above									*General Service and related categories*					
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/ P-1*	***Total***	*Field Service*	*Principal level*	*Other level*	*Security Service*	***Total***	***Total***
(c) Total proposed restructuring 2007	—	—	1	1	4	4	7	1	18	—	—	7	—	7	25
Variance = (c)-(a)	—	—	**2**	—	**1**	**2**	**6**	**1**	**11**	—	—	**3**	—	**3**	**14**

153. The Asia and Pacific Division would be composed of the Central and South Asia Section and the East Asia and the Pacific Section. The restructuring outlined in this proposal would necessitate the establishment of a new post of Director (D-2), to provide the necessary expertise and capacity to lead and direct the new Division. The new Director would report directly to the Assistant Secretary-General and would be assisted by the existing current Deputy Director (D-1). The Central and South Asia Section would have two units, the Central Asia Unit and the South Asia Unit; the East Asia and Pacific Section would be comprised of the North-East Asia Unit, and the South-East Asia and Pacific Unit. Each Unit would be led by a Senior Political Affairs Officer (P-5), reporting directly through the Deputy to the Director. All Heads of Unit would exercise overall management of their respective Unit, including the design and implementation of its work programme, management and development of staff and timely preparations of Unit outputs. Under this proposal, the overall Professional staff of the Division would be enhanced by 10 additional Political Affairs Officers.

154. The current four Administrative Assistants (General Service (Other level)) would continue to provide secretarial assistance to the Director (1 GS (OL)), the Deputy Director (1 GS (OL)) and other Professional staff in the Division in the preparation of various briefing materials, statements, reports, talking points, personal profiles and correspondence. They would also assist in the preparation of background material for official visits of senior officials, process incoming and outgoing correspondence, screen telephone calls and make travel arrangements for desk officers and senior officials. In addition, they would provide research assistance, compiling basic information and technical data on specific topics and issues from published and electronic sources to bring to the attention of desk officers the most important current news items. One of the current General Service staff would serve as the administrative focal point for the Division. Three Administrative Assistants (General Service (Other level)) would also be added to support the smooth operation of the Division, enhanced information management capacities and increased travel requirements, and one of the new General Service staff would serve as an information management focal point.

Division Director (D-2)

155. Acting under the supervision of the Assistant Secretary-General and Under-Secretary-General for Political Affairs, the new Director would coordinate the work of the Asia and Pacific Division, overseeing the work of all of the Division's Units. In addition to overall management of the Division, the Director would provide advice, analysis and recommendations to senior Department and United Nations officials on preventive diplomacy and peacemaking efforts, and relevant United Nations initiatives, with reference to both security and political developments in areas covered by the Division. The Director would also provide experienced counsel

and support to Special Representatives or Envoys of the Secretary-General, including substantive support and guidance to the heads of the five special political missions under the purview of the new Division. The Director would organize, lead or participate in missions to areas of actual or potential conflict within the region of responsibility. Other responsibilities would include overall management of timely provision of Division outputs, especially those servicing the Secretary-General, and overview of reports to the General Assembly and Security Council. The Director would supervise and manage the staff of the Division, provide substantive and operational guidance in the performance of their functions and negotiate arrangements for surge requirements, where required.

156. As with other Divisions, the Asia and Pacific Division would have one Deputy Director who would stand in for the Director when the latter is on mission and who would provide leadership in meeting the Department's human resources and reporting targets. The Deputy Director would also chair interdepartmental working groups, where required, and support policy development on cross-cutting issues relevant to the region.

Central and South Asia Section

157. The Central and South Asia Section would be comprised of two units: the Central Asia Unit and the South Asia Unit.

Central Asia Unit

158. The five countries of Central Asia are currently covered by the Middle East Section. Given the staff members' other responsibilities, these are currently not receiving the adequate attention or analysis of political and security dynamics.

159. The establishment of the Central Asia Unit would address the insufficient capacity in the Department of Political Affairs regarding the region, which would be expanded to include Afghanistan, which is now covered by the Officer responsible for the Gulf region.

160. The creation of the United Nations Regional Centre for Preventive Diplomacy for Central Asia in Ashgabat represents a qualitatively new and substantial engagement by the Department of Political Affairs with the region, which will require backstopping, support and strategic guidance from Headquarters. Funding for the Centre will be proposed as part of the 2008 provision for special political missions.

161. The Central Asia Unit would consist of four new posts, a Senior Political Affairs Officer (P-5), two new Political Affairs Officers (1 P-4, 1 P-3) and one Research Assistant (General Service (Other level)).

162. The Senior Political Affairs Officer (P-5) would coordinate the work of the Unit, provide analyses of cross-cutting issues and regional trends affecting peace and security in Central Asia and develop policy recommendations to senior United Nations officials for preventive action. The Officer would provide substantive support and strategic guidance to the Representative of the Secretary-General and the Head of the United Nations Regional Centre for Preventive Diplomacy for Central Asia, and assist in the preparation of reports to the Security Council, as required. He/she would also cover the regional aspects of the situation in Afghanistan, participating in meetings on the topic led by the Department of

Peacekeeping Operations and providing political advice and regional analysis, as requested. The Senior Officer would liaise with relevant United Nations departments, agencies and programmes and permanent missions, regional organizations and non-governmental organizations with regard to Central Asia and serve as focal point for the region within the Department, ensuring implementation of peace and security-related initiatives in Central Asia.

163. The Political Affairs Officer (P-4) would serve as desk officer covering Uzbekistan, Tajikistan and the work of the United Nations Regional Centre for Preventive Diplomacy for Central Asia. The Officer would assess trends and developments regarding peace and security in the region, in particular cross-border threats, to provide the Secretary-General and other senior United Nations officials with early warning and policy options for good offices missions, conflict prevention mediation, conflict resolution and peacebuilding.

164. The Political Affairs Officer (P-3) would serve as desk officer covering Kazakhstan, Kyrgyzstan, Turkmenistan, regional organizations and the work of the United Nations Regional Centre for Preventive Diplomacy for Central Asia. The Officer would conduct research and carry out analyses and studies on diverse and complex political situations affecting Central Asia and monitor and assess political developments. He/she would also provide backstopping for the work of the Centre, including on issues concerning administration, personnel and preparation of budgets.

165. The Central Asia Unit would be supported by a new Research Assistant (General Service (Other level)), who would assist in monitoring political developments, select and compile materials from published and electronic sources, and prepare databases. He/she would assist in carrying out research for desk officers, create, organize, maintain and update files of relevant documents and assist with coordinating with other units/divisions of the United Nations Secretariat and permanent missions.

166. The establishment of the Central Asia Unit would be crucial for ensuring coverage of a fragile region with significant geopolitical importance, necessary support for the United Nations Regional Centre for Preventive Diplomacy for Central Asia and greater United Nations engagement to enhance peace and stability in the region.

South Asia Unit

167. The South Asia Unit monitors developments within the area and specifically provides comprehensive support to United Nations efforts in Nepal, Sri Lanka, the Maldives, Bangladesh, India, Pakistan and Bhutan. Providing substantive support to United Nations activities would be one of the Unit's primary responsibilities.

168. Currently, the staffing establishment comprises two Professional posts (1 P-5, 1 P-4). A Senior Political Affairs Officer (P-5) leads the Unit and is responsible for overall guidance and direction to the South Asia and Nepal team, as well as for maintaining oversight of regional developments and acting as principal liaison with regional organizations in South Asia. He/she is directly assisted by a Political Affairs Officer (P-4), who replaces the Senior Officer when he/she is on duty travel and who is currently responsible for following political developments in several countries (Pakistan, India, Bhutan) in addition to being the desk officer for Nepal.

The substantive and operational support to the United Nations Mission in Nepal includes drafting reports of the Secretary-General to the Security Council and preparing briefing materials and talking points for senior officials at Headquarters, maintaining daily communication with the special political mission and liaising with the permanent missions and other United Nations and non-United Nations partners. The current General Service staff member provides administrative support to the above-mentioned Political Affairs Officers. He/she assists in drafting official communications and notes, provides information management support and supports the travel requirements of the Political Affairs Officers.

169. In addition, to fully implement the tasks of the Unit, two additional Political Affairs Officers (P-3) and an Associate Political Affairs Officer (P-2) are requested.

170. The new Political Affairs Officers (P-3) would support the Unit by monitoring and researching political developments in South Asia, with emphasis on political developments related to Nepal, Sri Lanka, the Maldives and Bangladesh. The Officers would specifically provide technical and substantive backup in the implementation of the Security Council and General Assembly mandates to this important region. They would assist the team in liaising with the United Nations agencies, funds and programmes and civil society actors at Headquarters and in the field. Moreover, they would liaise and respond to queries from donors and Member States. In addition to other duties, these Officers would participate in fact-finding and other missions to countries within their assigned areas. They would also provide core functions, including the preparation of briefing papers and talking points, draft communications for the Secretary-General and senior Secretariat officials related to South Asia and act as note-takers at substantive meetings.

171. The overall efforts of the Unit would be additionally supported by the Associate Political Affairs Officer (P-2) who would, in addition to core functions, liaise with the United Nations agencies, funds and programmes at Headquarters to coordinate, where appropriate, United Nations policy regarding South Asia. The Officer would also liaise with civil society, including non-governmental organizations and academic institutions, to build a network of information collection and exchange. He/she would monitor and report developments across South Asia and assist with drafting all necessary reports, including those to the Security Council, the General Assembly and other intergovernmental bodies.

East Asia and Pacific Section

172. The work of the East Asia and Pacific Section would be divided into two units, the North-East Asia Unit and the South-East Asia and Pacific Unit.

North-East Asia Unit

173. The North-East Asia Unit would be responsible for covering developments in the region and supporting the Secretary-General and Member States in their efforts to promote stability and strengthen regional security in North-East Asia. Its work would aim to facilitate and contribute to international efforts to end the Korean conflict and peacefully resolve the nuclear issue on the Korean peninsula through multilateral negotiations. The Unit would assist the Secretary-General in supporting and assisting, as appropriate, the process of inter-Korean dialogue, reconciliation and reunification. It would also support Member States in their efforts to establish a regional mechanism for dialogue and cooperation on regional peace and security.

174. The North-East Asia is currently covered by a Senior Political Affairs Officer (P-5), supported by a Junior Professional Officer (extrabudgetary post) and an Administrative Assistant (General Service (Other level)). Accordingly, the Senior Political Affairs Officer is formally responsible for all aspects of the Department's work related to the region. His primary responsibility is to provide guidance and advice to senior management with respect to conflict prevention, peacemaking and peacebuilding by the United Nations in North-East Asia. He focuses in particular on the developments related to the Korean peninsula, with a view to providing timely advice on the course of action by the Secretary-General in support of international efforts to resolve the nuclear issue through negotiations and to bring the Korean conflict to an end. He also focuses on practical ways to support Member States in their efforts to establish a multilateral mechanism/forum on dialogue and security in North-East Asia and in the broader Asian region.

175. It is proposed to strengthen the Unit with two additional posts of Political Affairs Officer (1 P-4, 1 P-3).

176. The Political Affairs Officer (P-4) would provide comprehensive monitoring of regional developments, as well as in-depth analyses of trends and the political impact of intraregional issues. The Officer would focus on assessing actual and potential threats to regional peace and security stemming from the nuclear issue, territorial and historical disputes, including over natural resources, as well as other factors. He/she would be responsible for preparing practical recommendations on preventive action and conflict resolution.

177. To fully address challenges in this area, an additional Political Affairs Officer (P-3) would maintain up-to-date knowledge of events relating to political issues, in general, and as they affect the countries and thematic mandates of the Unit, in particular. The Officer would support the work of senior officials by providing them, the relevant United Nations country teams and others in the Secretariat with factual and timely input on the latest trends and developments in the area assigned. In addition to information gathering from public sources, the Officer would be responsible for maintaining a computerized database with information relating to potential disputes and conflicts within the region and monitor reports from academic institutions, think tanks and non-governmental organizations on issues pertinent to the region. Together with the other members of the Unit, the Officer would establish close contacts with colleagues throughout the United Nations system that operate in the region in order to ensure a coherent approach to United Nations activities on the ground, especially those related to peace and security.

South-East Asia and Pacific Unit

178. The new South-East Asia and Pacific Unit would be responsible for covering the 10 countries of the Association of Southeast Asian Nations (ASEAN), supporting United Nations efforts, notably in Timor-Leste, as well as monitoring activities in countries in the area. While South-East Asia is considered generally stable, several countries face internal threats from lingering separatist conflicts and are vulnerable to trans-regional threats, including terrorism and criminality. Notably, the Pacific region is an area where the Department, in coordination with the United Nations system, has the potential of supporting regional efforts in conflict prevention and peacebuilding initiatives, as illustrated by the Inter-Agency Fact-Finding Mission to Fiji, in April, led by the Asia and Pacific Division.

179. The South-East Asia and Pacific team currently consists of four posts, one Senior Political Affairs Officer (P-5), two Political Affairs Officers (1 P-4, 1 P-3) and one Administrative Assistant (General Service (Other level)).

180. The team is responsible for a region that covers 26 countries and 3 regional organizations that play a significant role in the regional context (ASEAN, the Pacific Island Forum and the Commonwealth). It is simply not possible to cover all countries in a professional manner and many countries/situations inevitably fall victim to issues that are more pressing and urgent. As an example, the rapid developments in Myanmar absorbed the time of nearly two Professional staff members in order to fully support the good offices efforts of the Secretary-General and to respond in a timely manner to the requests and inquiries from Member States on developments and United Nations actions. In addition, there are urgent and important cross-cutting issues (inter alia, terrorism, land, cross border migration and ethnic minorities) that are not addressed owing to the lack of resources.

181. Among the core functions of all Political Affairs Officers is to monitor and analyse the political situation in the countries in the area of assignment, with a view to identifying roles for the United Nations in preventing certain situations from developing into violent conflicts, assessing trends that might affect the political situation in the country and the immediate region, preparing analytical reports and background briefs on key political issues of concern, preparing for and participating in fact-finding missions and maintaining an effective relationship with key diplomatic counterparts and other actors affecting the situations on the ground. Currently, the workload of the three Professional staff members is divided as follows.

182. The Senior Political Affairs Officer is assigned to cover six countries in South-East Asia (Thailand, the Philippines, Timor-Leste, Cambodia, Viet Nam, Laos) and is back-up for the countries covered by the Political Affairs Officers (P-3), four countries in the same region and six countries in the Pacific. In addition, the incumbent develops and manages institutional relations with ASEAN and the ASEAN Regional Forum. In the past months, 70 per cent of the incumbent's time has been devoted to supporting the good offices efforts in Myanmar and, consequently, the majority of the countries assigned have not received proper coverage. The implementation of several projects has been postponed. With the addition of new staff, the Senior Political Affairs Officers would be assigned to perform the function of Chief of Unit, including managing priority issues within the region to ensure constant and full coverage; providing timely substantive support, policy guidance and oversight to the Political Affairs Officers; designing, implementing and monitoring country and region-specific projects; representing the Division in intra-departmental working groups and meetings related to the Department's relations with UNDP and OHCHR; performing functions related to Division management (inter alia, budget exercises and commenting on incoming reports and cross-cutting issues); and contributing to the daily management of the Division by supervising Professional and General Service staff in the team.

183. One Political Affairs Officer (P-4) is assigned to cover five countries in South-East Asia (Myanmar, Malaysia, Indonesia, Singapore and Brunei Darussalam) and is back-up for the countries covered by the Senior Political Affairs Officers in the same region and eight countries in the Pacific. Currently, the incumbent is desk officer for Myanmar, which has become a full-time assignment, and he spends

almost 50 per cent of his time on the road in the region with the designated Special Envoy, while his remaining time in the office is focused on support for the designated Special Envoy's work at Headquarters, such as preparation of notes to the Secretary-General and reports to the General Assembly and Security Council. Consequently, the rest of the countries assigned have not received proper coverage.

184. The other Political Affairs Officer (P-3) is assigned to cover the Pacific region (15 countries) and is back-up for three South-East Asian countries. The incumbent also develops and manages institutional relations with the Pacific Island Forum and the Commonwealth secretariat, the key regional organizations. The Forum would be the Department's key partner in seeking to deepen its existing engagement in the Pacific region by identifying common areas of activity and exploring possibilities for joint action.

185. With two additional Political Affairs Officers (2 P-3), the Unit would be reconfigured to ensure adequate coverage of many more issues in the region.

186. One new Political Affairs Officer would be assigned as a full-time desk officer for Myanmar, Thailand and Laos, while the other Officer would be assigned to cover Cambodia, Viet Nam and the Philippines.

F. Restructuring and strengthening the Americas and Europe Division

187. In accordance with the recommendations of OIOS, the Secretary-General proposes the establishment of a strengthened and independent Americas Division and a strengthened and independent Europe Division. The separation of the two areas would enhance managerial and substantive focus for each region and would recognize their distinct characteristics and political context. This would result in significantly better attention to emerging conflict situations, more substantive analysis at the country-specific, regional and subregional levels, an improved ability to undertake and support field initiatives, as well as enhanced service and advice to the Secretary-General in all political aspects of his relations with Member States and regional organizations.

188. Within the configuration the Secretary-General is proposing, each Division would be led by a Director, reporting directly to the Assistant Secretary-General. The Director of each Division would supervise the overall work of the Division, in addition to bearing responsibility for assisting the Secretary-General and his representatives in carrying out their good offices mandates and providing assistance and advice to the Secretary-General in the conduct of his political relations with Member States. Each Director would be assisted by a Deputy Director, who would act for the Directors on substantive and managerial matters for their respective Divisions.

G. Americas Division

Existing posts: 1 D-2, 1 D-1, 3 P-5, 2 P-4, 1 P-3, 1 P-2, 4 GS (OL)

Proposed additional posts: 1 P-4, 1 P-3, 3 P-2, 1 GS (OL)

	Professional category and above									*General Service and related categories*					
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/P-1*	***Total***	*Field Service*	*Principal level*	*Other level*	*Security Service*	***Total***	***Total***
Americas Division															
(a) Proposed 2008/09	—	—	1	1	3	2	1	1	**9**	—	—	4	—	**4**	**13**
(b) Proposed restructuring 2007															
Management	—	—	1	1	—	—	—	—	**2**	—	—	4	—	**4**	**6**
Central America/Mexico Section	—	—	—	—	1	—	1	1	**3**	—	—	—	—	—	**3**
Andean Section	—	—	—	—	1	1	—	1	**3**	—	—	—	—	—	**3**
Caribbean Section	—	—	—	—	—	1	1	1	**3**	—	—	—	—	—	**3**
North America/Southern Cone Section	—	—	—	—	1	1	—	1	**3**	—	—	1	—	**1**	**4**
(c) Total proposed restructuring 2007	—	—	1	1	3	3	2	4	**14**	—	—	5	—	**5**	**19**
Variance = (c)-(a)	—	—	—	—	—	**1**	**1**	**3**	**5**	—	—	**1**	—	**1**	**6**

189. The Americas Section, with seven Professional staff, is currently responsible for monitoring developments in 35 countries and for relations with 14 regional and subregional organizations. In recent decades, Latin America and the Caribbean have seen episodes of conflict, political volatility, institutional weakness and citizens' growing disappointment with the dividends of democracy and the effects of globalization. Specific challenges have affected the Andean, Central American and Caribbean subregions. For these areas, the Division's expertise is increasingly stretched when called upon to assist Governments in heading off future conflict or to prevent backsliding in post-conflict societies. A lack of staffing capacity also hampers the Division's ability to support peacebuilding initiatives undertaken by United Nations country teams. While the Section has made an effort to devise subregional teams to organize its work, staffing constraints have made it impossible to address properly the diverse concerns of the region. Officers in the Section currently shoulder an inordinate number of countries in their portfolios, some of which require significant attention.

190. Given this context, exclusive attention at the D-2 level is required to address and provide effective responses to distinct political developments in the region. The current Director (D-2), who serves as the Director of the Americas and Europe Division, would take up responsibilities as Director of the new Americas Division, assisting the Secretary-General and his representatives in carrying out their good offices mandates. The Director would supervise and provide overall leadership and guidance to the Americas Division, allowing for more focused attention to be paid to the distinct issues facing the hemisphere. He/she would exercise overall management of the timely provision of political analysis, briefing notes, background papers and talking points to the Secretary-General and other senior United Nations officials and of reports to the General Assembly and the Security Council. In

addition, the Director would participate in missions to areas of actual or potential conflict within the Americas region.

191. The current Deputy Director (D-1) would act as principal adviser to the Director of the Americas Division in formulating and implementing the substantive work programme. He/she would assist the Director in overseeing the management of the core programmed activities of the Division in the areas of conflict prevention, conflict resolution and post-conflict peacebuilding, particularly in the Latin America and the Caribbean region. The Deputy would provide guidance in formulating comprehensive interdepartmental and inter-agency strategies and policy recommendations for preventing emerging disputes and conflict in the region. As assigned by the Director, the Deputy Director would oversee the administrative tasks necessary for the functioning of the Division, including the preparation of strategic frameworks and budgets and evaluating the work of the staff under his/her supervision.

192. The new Americas Division would be divided into four operational sections, with a senior Political Affairs Officer in each section reporting to the Director of the Division through the Deputy Director. The operational sections of the Americas Division would be: the Central America/Mexico Section; the Andean Section; the Caribbean Section; and the North America/Southern Cone Section. Overall, the Professional staff would be strengthened with the addition of five Political Affairs Officers and one General Service staff.

193. The current four Administrative Assistants (General Service (Other level)) would continue to provide secretarial assistance to the Director (1 GS (OL)), the Deputy Director (1 GS (OL)) and other Professional staff in the Division in the preparation of various briefing materials, statements, reports, talking points, personal profiles and correspondence. They would also assist in the preparation of background material for official visits of senior officials, process incoming and outgoing correspondence, screen telephone calls and make travel arrangements for desk officers and senior officials. In addition, they would provide research assistance, compiling basic information and technical data on specific topics and issues from published and electronic sources to bring to the attention of desk officers the most important current news items. One of the current General Service staff would also serve as the administrative focal point for the Division.

194. The new Administrative Assistant (General Service (Other level)) would support archival and information management initiatives across the Division, support the increased administrative burden of additional staff and increased travel and serve as an information management focal point. The proposed new post responds to findings and recommendations of OIOS, which identified the need for regional divisions to enhance their capabilities for information management, storage and sharing.

Central America/Mexico Section

195. The United Nations has been closely involved in the peace processes that helped end decades of civil war in the subregion and in efforts to strengthen national institutions in the aftermath. The new Central America/Mexico Section would continue to work with Governments to strengthen conflict prevention mechanisms and monitor developments in the subregion, still assailed by destabilizing factors, such as transnational organized crime, drug trafficking and gang violence. An

existing Senior Political Affairs Officer (P-5) would lead the work of the Central America/Mexico Section and have responsibilities for specific country situations, as well as for cross-cutting issues. He/she would also serve as the Americas Division's mediation focal point, liaising with the Department's Mediation Support Unit. Moreover, he/she would provide daily substantive guidance to the members of the Section, in particular on preparing and reviewing draft background papers, briefing notes and talking points, carry out research and analysis on peace and security issues related to the subregion and draft policy proposals for consideration by the Assistant Secretary-General/Under-Secretary-General for Political Affairs and the Secretary-General.

196. It is proposed to establish two additional posts, one Political Affairs Officer (P-3) and one Associate Political Affairs Officer (P-2).

197. One Political Affairs Officer (P-3) would be required to reinforce the Central America/Mexico Section and to provide a capacity for substantive support for the International Commission against Impunity in Guatemala, established in September when the Secretary-General appointed a Commissioner to head it. The Commission is being set up pursuant to a treaty-level agreement signed by the Government of Guatemala and the United Nations in December 2006. In its resolution 58/238, the General Assembly took note of the Government's efforts to create the Commission. In its resolution 58/239 on Central America, the Assembly urged the Secretary-General to support that initiative with a view to its prompt implementation. With an expected staff of 100, the Commission will require close and continued liaison and support from Headquarters. Under the supervision of the Deputy Director of the Americas Division and with the guidance provided by the Section leader, the new Political Affairs Officer would also be responsible for reviewing activities in the assigned countries in the subregion and carrying out research and analysis on related peace and security issues.

198. The new Associate Political Affairs Officer (P-2) would be required to monitor developments in assigned areas, support the Section, as needed, and be responsible for reviewing activities in the assigned countries and carrying out research and analysis on related peace and security issues. He/she would prepare draft background papers, briefing notes and talking points, and participate in the planning of strategies and development of policy advice relating to conflict prevention, peacemaking, peacebuilding and other issues in his/her areas of assignment.

Andean Section

199. The Andean subregion has experienced strong political crises in recent times and is host to active guerrilla movements that continue to pose challenges in the hemisphere. Under the supervision of the Director and Deputy Director of the Americas Division, a current Senior Political Affairs Officer (P-5) would serve as Section leader for the Andean subregion within the Americas. The Officer would monitor developments in assigned countries, while addressing cross-cutting issues in the area and providing support for the Section, as necessary. In addition, the Officer would provide daily substantive guidance to the members of the Section, in particular on preparing and reviewing draft background papers, briefing notes and talking points, carrying out research and analysis on peace and security issues related to the Andean subregion, as well as drafting policy proposals for

consideration by the Assistant Secretary-General/Under-Secretary-General for Political Affairs and the Secretary-General.

200. A current Political Affairs Officer (P-4) would support the Section and be responsible for reviewing activities in the assigned countries, carrying out research and analysis on related peace and security issues, preparing draft background papers, briefing notes and talking points, and participating in the planning of strategies and the development of policy advice relating to conflict prevention, peacemaking, peacebuilding and other issues in his/her areas of assignment. The Officer would also provide substantive political support for good offices, mediation and other political initiatives and activities that may be undertaken by the Secretary-General, his Envoys and Representatives and/or other senior officials of the Department in the areas of his/her responsibility. He/she would also serve as a back-up to the Andean Section leader, when necessary.

201. An additional Associate Political Affairs Officer (P-2) would be required to support the capacity of the Section and to ensure focused political attention to the Andean subregion, working again under the direction of the Senior Officer. The Associate Officer would be responsible for reviewing activities in the assigned countries and carrying out research and analysis on related peace and security issues. He/she would prepare draft background papers, briefing notes and talking points and participate in the planning of strategies and development of policy advice relating to conflict prevention, peacemaking, peacebuilding and other issues in his/her areas of assignment.

Caribbean Section

202. The establishment of the Caribbean Section and its full staffing would allow a rational distribution of portfolios given the large number of States in the subregion. It would also permit forward-thinking on critical subregional issues, as well as on key political developments. Staff members of the current Americas Section have increasingly focused on the political dimensions of critical issues of special concern to the Caribbean — climate change, drug trafficking and gang violence.

203. The Section would be led by a current Political Affairs Officer (P-4), who would provide daily substantive guidance to its staff and focus on supporting the continued work of the United Nations in Haiti and related regional implications, supported by a current Political Affairs Officer (P-3) serving as desk officer for a number of countries in the Caribbean subregion and as back-up for the work of the Section leader, when necessary. He/she would monitor and assess political developments in assigned countries in the subregion in order to provide the Secretary-General and senior Secretariat officials with early warning and policy options for conflict prevention, peacemaking and post-conflict peacebuilding.

204. The strengthening of the Section with an additional Associate Political Affairs Officer (P-2) would allow its leader to focus on the fragile situation in Haiti, ensuring close cooperation with the Department of Peacekeeping Operations as the issue of Haiti transitions from the current peacekeeping phase and would permit a focus on the cross-cutting challenges facing the Caribbean subregion. The Organization's institutional memory on Haiti rests with the Department of Political Affairs and, in the post-peacekeeping phase, the Department will again be called upon to provide continuity in United Nations efforts in this troubled part of the region. In the interim, he/she will attend Integrated Mission Task Force meetings on Haiti and support the

Under-Secretary-General in the Policy Committee process on Haiti, which is a top priority both for Member States in the Americas and for the Organization.

205. With the guidance provided by the Caribbean Section leader, the new Associate Political Affairs Officer (P-2) would be responsible for reviewing activities in the assigned countries and carrying out research and analysis on related peace and security issues. He/she would prepare draft background papers, briefing notes and talking points, and participate in the planning of strategies and development of policy advice relating to conflict prevention, peacemaking, peacebuilding and other issues in her/his areas of assignment.

North America/Southern Cone Section

206. A current Senior Political Affairs Officer (P-5) would lead the work of the North America/Southern Cone Section and focus on issues regarding the United States, a permanent member of the Security Council, and Canada. The Officer would provide daily substantive guidance to the members of the Section and have additional functions supporting the budgetary planning processes of the Americas Division. He/she would support the D-1 in preparing the substantive aspects concerning the strategic framework and budget for the Division, submissions for trust funds, as well as the Division's performance evaluations. As the responsibility for the substantive aspects of the budgetary planning cycle is the responsibility of the regional Divisions — and given that the regional Divisions are increasingly involved in a multitude of projects supported by voluntary funds — the budget focal point must have a firm grasp of the content as well as the political and programmatic implications of the Division's budget request. Given the growing range of the Department's activities in response to new mandates, programme staff must necessarily work in a complementary fashion to financial officers in the Department and the Secretariat overall.

207. The existing Associate Political Affairs Officer (P-2) supports the team, allowing adequate attention to emerging regional leadership in the hemisphere, such as Argentina, Brazil and Chile.

208. It is proposed to strengthen the Division by two new posts (1 P-4, 1 General Service (Other level)).

209. Under the supervision of the Section leader, a Political Affairs Officer (P-4) would be the focal point of the Americas Division for regional organizations with responsibility for liaison and interaction with the 14 regional and subregional organizations in the Americas, with a specific focus on cooperation and partnerships in activities related to conflict prevention, peacemaking, and peacebuilding. In addition to the focal point tasks, the Officer would serve as desk officer for a number of countries covered by the Section and be responsible for research and analysis on peace and security issues related to geographical areas under his/her responsibility.

210. To support the Division's ability to research cross-cutting issues, an additional General Service (OL) staff member would serve as a research assistant and support the Division's information management.

H. Europe Division

Existing posts: 1 D-1, 2 P-5, 1 P-4, 2 P-3, 1 P-2, 3 GS (OL)

Proposed additional posts: 1 D-2, 1 P-5, 1 P-4, 2 P-3, 2 P-2, 3 GS (OL)

	Professional category and above									*General Service and related categories*					
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/P-1*	***Total***	*Field Service*	*Principal level*	*Other level*	*Security Service*	***Total***	***Total***
Europe Division															
(a) Proposed 2008/09	—	—	—	1	2	1	2	1	**7**	—	—	3	—	**3**	**10**
(b) Proposed restructuring 2007															
Management	—	—	1	1	—	—	—	—	**2**	—	—	2	—	**2**	**4**
Balkans and Black Sea Section															
Balkans Unit	—	—	—	—	1	1	1	1	**4**	—	—	1	—	**1**	**5**
Black Sea Unit	—	—	—	—	—	—	1	1	**2**	—	—	1	—	**1**	**3**
Subtotal Balkans and Black Sea Section	**—**	**—**	**—**	**—**	**1**	**1**	**2**	**2**	**6**	**—**	**—**	**2**	**—**	**2**	**8**
Western/Central Europe Section	—	—	—	—	1	—	2	1	**4**	—	—	1	—	**1**	**5**
Eastern Mediterranean Section	—	—	—	—	1	1	—	—	**2**	—	—	1	—	**1**	**3**
(c) Total proposed restructuring 2007	—	—	1	1	3	2	4	3	**14**	—	—	6	—	**6**	**20**
Variance = (c)-(a)	**—**	**—**	**1**	**—**	**1**	**1**	**2**	**2**	**7**	**—**	**—**	**3**	**—**	**3**	**10**

211. The Europe Section, now comprising six desk officers, monitors a region of 50 States, within which there are six conflict areas, a number of latent conflicts and several post-conflict situations. The Section is directly engaged in international efforts to shore up peace and stability in the Balkans region, including providing political support to various United Nations Envoys in the Balkans and maintaining liaison with the High Representative in Bosnia and Herzegovina. It also supports long-term peace initiatives, including the good offices of the Secretary-General on Cyprus, where the United Nations is the principal international actor working to reunify the divided island.

212. Furthermore, the Section maintains close links with key United Nations partners in the field of international peace and security, including 11 regional and subregional organizations, notably the European Union and the Organization for Security and Cooperation in Europe (OSCE). It provides political advice to the Department of Peacekeeping Operations on the regional context of a number of peacekeeping operations in Europe: the United Nations Peacekeeping Force in Cyprus (UNFICYP) in Cyprus; the United Nations Interim Administration Mission in Kosovo; and the United Nations Observer Mission in Georgia. Beyond specific United Nations initiatives to build peace and stability in Europe, the Section provides substantive assistance to the work of the Secretary-General, including by supporting his extensive diplomatic activity with European leaders.

213. In 2006, for example, six desk officers of the Europe Section prepared 204 talking points for the Office of the Secretary-General and other United Nations

senior officials and 147 notes of meetings, attended 872 official meetings and drafted 173 analytical and background papers and 54 briefing notes for Security Council and other meetings. The Section prepared 385 official communications, including correspondence, press statements and cables, 91 personal and country profiles and some 450 other documents.

214. As is the case in other Divisions, the varied nature and quantity of tasks before the Section have proven overwhelming. As a stopgap measure, the Europe Section has heavily relied on temporary support provided by Associate Experts/Junior Professional Officers and interns. To provide an adequate structure and more reliable staffing, the Secretary-General proposes the restructuring of the Europe Section into a Europe Division. A new Director (D-2) would be required to lead the Division, reporting directly to the Assistant Secretary-General, and would be assisted by the current Deputy Director (D-1). Under this proposal, the Professional staff would be increased by six additional Political Affairs Officers. Three additional General Service staff (3 GS (OL)) would be needed to complement the three existing General Service staff in order to ensure smooth functioning of the new Division, given the extraordinary flow of talking points, briefing material and other forms of support required for the large set of countries involved.

Division Director (D-2)

215. A new position of Director (D-2) would be established to guide the Division and effectively manage its various work responsibilities, providing substantive counsel and advice to the Assistant Secretary-General and Under-Secretary-General on issues affecting peace and security in the region. The Director would suggest policy options and provide support to the Secretary-General's Special Representatives or Envoys in the region. He/she would also be responsible for devising effective strategies for undertaking preventive diplomacy and peacemaking functions in the European region, as required, and strengthen ties with relevant regional organizations. In addition, he/she would lead fact-finding and assessment missions to areas of actual or potential conflict.

216. The current Deputy Director (D-1) would act as principal adviser to the Director of the Europe Division and assist him/her in formulating and implementing the substantive work programme in the area of conflict prevention, management and resolution. In particular, he/she would provide guidance in formulating comprehensive interdepartmental and inter-agency strategies and policy recommendations for preventing emerging disputes and conflicts and assist the Director in planning and implementing good offices and other political mandates. As assigned by the Director, the Deputy Director would oversee the programmatic and administrative tasks necessary for the functioning of the Division, including preparing strategic frameworks/budgets, reporting on budget performance and monitoring and evaluating the work of the staff under his/her supervision.

217. The new Europe Division would be divided into two operational Sections and one Unit, each headed by a Senior Political Affairs Officer (P-5) reporting to the Director of the Division through the Deputy Director, as follows: the Balkans and Black Sea Section; the Western/Central Europe Section; and the Eastern Mediterranean Section.

Balkans and Black Sea Section

218. The current Eastern Europe team, composed of three posts (1 P-5, 2 P-3) covers 23 countries and 5 regional and subregional organizations. The Senior Political Affairs Officer/Team Leader (P-5) is also a desk officer for the Balkans; one Political Affairs Officer (P-3) is primarily focused on the South Caucasus; the other Political Affairs Officer (P-3) deals mostly with the countries of the Commonwealth of Independent States (CIS). The current composition of the team limits its ability to respond swiftly to emerging challenges and crisis situations, as its staff is already overstretched. At the moment, the team relies heavily on support by Junior Professional Officers and interns in exercising its functions.

219. Under this proposal, the Eastern Europe team would be converted to a new Balkans and Black Sea Section and would be strengthened, allowing it to more effectively address current, latent or potential disputes and conflict situations in the Balkans, the Black Sea and the South Caucasus regions.

220. A current Senior Political Affairs Officer (P-5) would oversee and coordinate the Balkans and Black Sea Section, divided into two units (the Balkans Unit and the Black Sea Unit), and provide support to the Deputy and to the Director, as requested. Responsible for coordinating the Section's strategy, the Officer would provide political assessments regarding countries in the region and present proposals related to situations that may require the attention of and/or action by the United Nations. He/she would also be responsible for leading missions to the region, supporting strategy development and ensuring policy application.

Balkans Unit

221. The Balkans region is still recovering from the conflicts of the 1990s and confronting unstable political situations, with a risk of recurring violence. The Kosovo (Serbia) status issue will reach a critical juncture by the end of 2007 and the departmental lead on Kosovo will likely revert from the Department of Peacekeeping Operations to the Department of Political Affairs. The Balkans Group, as proposed in this plan, would provide the needed resources to address different contingencies and to adequately analyse risks, as well as manage residual issues and enhance ties with international partners in Kosovo.

222. The Political Affairs Officer (P-3), who is currently responsible mostly for CIS countries, would continue following developments in the countries under his/her responsibility and would monitor and analyse political developments related to the former Yugoslav Republic of Macedonia, including the implementation of the 2001 Framework Agreement and inter-ethnic relations. He/she would maintain liaison with international presences in the former Yugoslav Republic of Macedonia and with regional organizations active on the ground, and provide political and administrative support to the activities of the Secretary-General's Envoy for the former Yugoslav Republic of Macedonia/Greece name talks. The Officer would maintain working contacts with the OSCE secretariat, Chairman-in-Office and presences in the Balkans.

223. To strengthen the Balkans Unit, an additional Political Affairs Officer (P-4) would replace the Senior Political Officer (P-5), who would focus on managing the Section and strategy issues. The new Officer would lead the Unit, cover several countries in the region and monitor developments in the Balkans from a regional

perspective, following cross-cutting aspects that influence regional stability, including illicit drug and human trafficking, organized crime, democratic governance and civil society. The Officer would be the direct liaison with United Nations bodies active in this area, as well as with subregional arrangements. Responsible for tracking other issues, such as minorities and consolidation of the rule of law, the Officer would be responsible for recommending possible conflict prevention actions. He/she would maintain contacts with the Stability Pact for South-Eastern Europe and the International Tribunal for the Former Yugoslavia.

224. An additional Political Affairs Officer (P-2), under the direct supervision of the group leader (P-4), would follow developments in the countries under his/her responsibility and focus in particular on Kosovo-related issues and on issues in the region. The Officer would also be required to act as liaison and contact point for the Office of the High Representative for the Implementation of the Peace Agreement on Bosnia and Herzegovina, and would assist in supporting reconciliation efforts aimed at the prevention of inter-ethnic tension, including special projects. In addition, he/she would monitor developments in other parts of the region and research and prepare analytical papers related to political developments in the countries/region assigned and briefing materials and official communications for the Secretary-General and other senior United Nations officials.

Black Sea Unit

225. The Black Sea Unit would cover the Black Sea area, the South Caucasus and other East European countries. Currently, a single Political Affairs Officer (P-3) is responsible for this entire area and, as a result, the full range of tasks is inadequately addressed.

226. The formation of the Black Sea Unit would provide the capacity to adequately address the situation in the region. By virtue of this proposal, the work of the current Political Affairs Officer (P-3) would be complemented by the addition of another Political Affairs Officer (P-2). The Unit would monitor and assess security risks, providing early warning and suggesting preventive action, while enhancing international efforts for capacity-building, good governance and democratization. It would also address the regional dimension of dormant or active conflicts and disputes and, in cooperation with local and regional partners, assess potential risks and opportunities.

227. Furthermore, the Unit would be able to provide enhanced coordination between the United Nations and regional arrangements, which would help bring increased attention to emerging subregional initiatives and groupings (such as the GUAM Organization for Democracy and Economic Development, the Black Sea Economic Cooperation Organization and the Black Sea Forum for Dialogue and Partnership).

228. Under the overall supervision of the Head of the Balkans and Black Sea Section, the current Political Affairs Officer (P-3) would lead the Black Sea Unit and monitor the South Caucasus area, where three unresolved conflicts, latent crises and political instability require special attention. His/her responsibilities would include monitoring the situation and providing regionally based policy options and recommendations in support of United Nations peacemaking efforts on the Georgia-Abkhaz conflict and other related initiatives. He/she would liaise with the European Union Special Representative for the South Caucasus and with OSCE on the issues

of South Ossetia and Nagorno-Karabakh, and coordinate activities with the United Nations system.

229. An additional Political Affairs Officer (P-2) would strengthen this group, inter alia, providing a focal point for cooperation with regional and subregional organizations and leading contacts with the on-the-ground European Union and OSCE partners. The Officer would follow energy transit issues and territorial and security issues, and provide advice to the United Nations country teams in the area. He/she would also be responsible for making recommendations on possible United Nations prevention activities, especially on the issue of minorities, democratic governance and consolidation of the rule of law.

Western/Central Europe Section and Eastern Mediterranean Section

230. The current Western Europe team, composed of three Political Affairs Officers (1 P-5, 1 P-4, and 1 P-2), covers 27 countries and 5 regional and subregional organizations, including the European Union. Currently, two of these Officers also deal with the Eastern Mediterranean region, in particular the good offices of the Secretary-General on Cyprus and other aspects of United Nations involvement in the Cyprus problem. The straddling of two subregions compromises the ability of the team to, at one and the same time, effectively support the Secretary-General in his diplomatic functions with one of the most active constituencies of the Organization and play a lead role in relation to his good offices on Cyprus. The current set-up, moreover, puts at risk the quality and timeliness of the advice and guidance provided, and militates against a proactive approach in favour of firefighting, the opposite of the culture of preventive diplomacy the Organization is seeking to foster. The proposed restructuring would create two distinct portfolios — a Western/Central Europe Section and an Eastern Mediterranean Section, with the aim of supporting the Secretary-General more effectively in his diplomatic functions, while at the same time enhancing capacity for his good offices on Cyprus.

Western/Central Europe Section

231. The new Western/Central Europe Section would be responsible for relations with 32 countries in Western and Central Europe, which include two permanent members of the Security Council, as well as key partners and major contributors to the Organization's preventive diplomacy and peacemaking activities. By virtue of their influence and active engagement in the major issues of international peace and security on the United Nations agenda, the countries in this cluster meet frequently with the Secretary-General and with other senior officials. For example, over half of the bilateral meetings held by the Secretary-General on the margins of the general debate in 2007 were with these countries.

232. The Section would provide enhanced assistance to the Secretary-General and senior United Nations officials in their diplomatic functions, by providing timely analysis and guidance on the political developments in the countries under their purview and their positions on issues on the United Nations agenda.

233. A current Senior Political Affairs Officer (P-5) would lead the work of the Section and have responsibility for ongoing relations with the European Union, through its rotating presidency, the European Council secretariat and the European Commission, all of which are key partners of the United Nations in preventive

diplomacy, peacemaking and peacebuilding. He/she would also provide administrative and budgetary support to the Deputy Director, as required.

234. Two new Political Affairs Officers (2 P-3) would support the Section. One of the additional Officers would maintain a focus on Western Europe, while the other would focus on Central Europe. The responsibilities of each of the new Officers would include a portfolio of about 10 countries, with one permanent or elected member of the Security Council, while also covering regional and subregional organizations. The Political Affairs Officers would, in particular, assist in identifying the potential role of key actors in the region in support of the United Nations work in conflict prevention, peacemaking and peacebuilding. They would also provide enhanced assistance to the Secretary-General and senior United Nations officials in their diplomatic functions, including through the preparation of talking points, briefing notes, analytical background papers, reports and profiles.

235. A current Associate Political Affairs Officer (P-2) would continue to be responsible for covering a number of countries, which are among the largest donors to United Nations activities and most frequent interlocutors. He/she would prepare talking points, briefing notes and background papers in support of the numerous meetings of these interlocutors with the Secretary-General and other senior officials, and briefing materials for official visits to these countries. He/she would also continue the elaboration and implementation of project proposals in the field of prevention and conflict resolution.

Eastern Mediterranean Section

236. The Department of Political Affairs has the lead on the good offices of the Secretary-General on Cyprus, a mandate conferred by the Security Council in successive resolutions. To effectively carry out United Nations efforts in search of a comprehensive settlement of the Cyprus problem and to deal more effectively with the issues in the region, the Secretary-General proposes to establish an Eastern Mediterranean Unit, comprising an additional Senior Political Affairs Officer (P-5), who will be supported by a current Political Affairs Officer (P-4).

237. Currently, the Cyprus Team Leader/Senior Political Affairs Officer (P-5) is double-hatted, as the Officer is simultaneously the team leader of the Western Europe team, which function, under this reform proposal, is integrated into the functions of the Senior Political Affairs Officer referred to in paragraph 230 above.

238. Thus, an additional Senior Political Affairs Officer (P-5) would act as Head of the Unit, strengthening the Department lead in the good offices efforts of the Secretary-General, including enhancing contacts with key interlocutors and providing policy options and recommendations on issues relating to the Cyprus problem for use by the Secretary-General, the Under-Secretary-General for Political Affairs and other senior officials. The Officer would liaise closely with and provide guidance to the Special Representative on the island and his/her team in UNFICYP, and would also liaise with other United Nations offices and agencies. In addition, he/she would also liaise closely with the European Union and other relevant regional organizations.

239. The existing Political Affairs Officer (P-4) is currently responsible for all matters related to the Secretary-General's good offices on Cyprus, and for a number of Western European countries, including one permanent member of the Security

Council. These two distinctly different functions cannot be fulfilled in a satisfactory manner by a single Officer. The new Unit would be responsible for the good offices of the Secretary-General on Cyprus, a task which entails daily attention and liaison with a web of interlocutors. Thus, the current Political Affairs Officer (P-4) would continue to provide analysis of the situation on the island and in the region; monitor and analyse developments relating to the European Union vis-à-vis the Cyprus problem; provide analysis of the bilateral relations and political developments in the eastern Mediterranean, including the issue of oil and gas exploration rights; and provide support to the office of the third member of the Committee on Missing Persons in Cyprus.

240. At present, only three Administrative Assistants (General Service (Other level)) are working with the Deputy Director and six desk officers. Their main responsibilities include: to assist Political Affairs Officers in the preparation of analytical and briefing papers by collecting, selecting, analysing and compiling materials; to review, record, route and/or process mail or other documents; to track and monitor follow-up action as required; to liaise, if necessary, with the field mission, departments, units and key partners; to draft a variety of routine correspondence in accordance with institutional standards; and to proofread prepared materials. In addition, one of them serves as administrative focal point for the Division. Another Administrative Assistant simultaneously serves as the divisional information technology focal point, maintains files (both paper and electronic) and the divisional database, and performs administrative tasks, such as monitoring the statistical outputs (performance evaluation) of the desk officers, as well as selection and training of interns and junior staff members.

241. It is proposed to establish three additional Administrative/Research Assistant posts (General Service (OL)) for staff who will concentrate exclusively on the work of their assigned geographical area, thus supporting the increased administrative burden of additional staff and increased travel.

242. The existing Personal Assistant (General Service (Other level)) would work only with the Director and the Deputy Director and would also be responsible for administrative tasks, such as personnel, leave requests, office supplies, monitoring the correspondence flow and other matters pertaining to the Division.

243. The existing divisional information technology focal point (General Service (Other level)) will concentrate on information management. He/she will maintain and upgrade the divisional database, archiving and filing, as well as monitor the divisional performance evaluation and the Integrated Monitoring and Documentation Information System (IMDIS). Should it be technically possible, the staff member will manage the divisional Intranet, integrated with the departmental Intranet, and contribute to the Department website.

I. Policy, Partnerships and Mediation Support Division

Existing staff: 1 D-1, 2 P-5, 6 P-4, 1 P-3, 4 GS (OL)

Proposed additional staff in the programme budget for 2008-2009: 1 D-1[11]

Proposed additional staff: 1 P-4, 6 P-3, 2 P-2, 1 GS (OL)

Proposed reclassifications: existing D-1 to D-2

244. In the spirit of maximizing the use of existing resources while reorienting the Department of Political Affairs towards the needs of Member States, regional organizations and the field, and at the same time meeting growing obligations to advise on global and emerging policy issues, the Secretary-General proposes to merge the entities within the Department that offer cross-cutting support into a new Policy, Partnerships and Mediation Support Division, reporting directly to the Under-Secretary-General for Political Affairs. The existing entities include the Policy Planning Unit, the Unit for Cooperation with Regional Organizations, the secretariat of the Executive Committee on Peace and Security and the mediation support function. The Secretary-General further proposes that certain additional cross-cutting tasks, previously unaddressed or performed within the Office of the Under-Secretary-General and/or the Offices of the Assistant Secretaries-General, be consolidated into the new Division. Such tasks include best practices/knowledge management and training and partnership management. The importance of devoting greater attention and resources to such areas was a key finding in the aforementioned reports of OIOS (E/AC.51/2006/4 and E/AC.51/2007/2), which were endorsed by the Committee for Programme and Coordination (see A/61/16, paras. 382-388, and A/62/16) and by the General Assembly in its resolution 61/235.

245. The Policy, Partnerships and Mediation Support Division should come under subprogramme 1 of the programme budget, since its support functions primarily underpin the Department's work in the area of prevention, control and resolution of conflict. The Division would be subdivided into a Policy and Partnerships Unit and a Mediation Support Unit. The Mediation Support Unit would, in turn, comprise a Support to Current Peace Processes Team and a Best Practices and Training Team. The new Division should be headed by a D-2 Director (reclassification of a current D-1 post in the Unit for Cooperation with Regional Organizations). The Mediation Support Unit would be led by a Chief of Unit (D-1), already proposed under the programme budget for the biennium 2008-2009 and supported by the Advisory Committee on Administrative and Budgetary Questions (A/62/7, chap. II, part II, para. II.3). The Policy and Partnerships Unit would be led by the existing Senior Political Affairs Officer (P-5). In addition to the upgrading of the existing post from the D-1 to the D-2 level, the new additional resource requirements would include 10 posts (1 P-4, 6 P-3, 2 P-2, 1 General Service (Other level)).

246. This proposed merger of many interlinked cross-cutting functions into a new Division would produce important synergies on substance. In compliance with recommendation 5 of OIOS, contained in its aforementioned report (see E/AC.51/2006/4), and endorsed by the Committee for Programme and Coordination in paragraph 387 of its report to the General Assembly (A/61/16) and by the General

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[11] Includes one post at the D-1 level proposed in the programme budget for the biennium 2008-2009, recommended by the Advisory Committee on Administrative and Budgetary Questions in chap. II, part II, para. II.3 of its report (A/62/7).

Assembly in its resolution 61/235, the Policy Planning Unit is being reoriented to better serve the regional Divisions, United Nations partners and colleagues in the field. As such, it is a natural affiliate of the mediation support function. Although the remit of the Unit goes beyond mediation, its research and analytical processes, its coordination activities and a variety of other aspects of its work are often related to the requirements of the mediation support function. The co-location of the two Units has already allowed for a range of synergies in areas such as training and professional development, frameworks for political analysis (recommendation 7 of OIOS (see E/AC.51/2006/4), endorsed by the Committee for Programme and Coordination in paragraph 387 of its report (A/61/16)), end-of-mission reporting, best practices and, most notably, the channelling of policy expertise on issues such as natural resources and conflict, into mediation settings. The folding of the regional organizations portfolio into the new cross-cutting Division is consistent with the objective of reorienting that portfolio, which is presently performed by two Professional staff members, away from process and towards a more operational partnership that focuses on results in the field. It would also ensure that the mediation, knowledge management and other services of the new Division are equally available to the Organization's major regional partners. Finally, the inclusion of the post of Secretary in the Executive Committee on Peace and Security allows for a consolidation of interdepartmental coordination tasks and a better link between the Executive Committee and the Policy Committee. It also creates a more direct channel for the Department to serve other United Nations partners with the provision of political advice and mediation support. The mediation support function has already begun to use the Executive Committee, the Policy Committee and other interdepartmental mechanisms to inform and seek feedback on its evolving and growing service lines.

247. The creation of one Division for so many cross-cutting functions is also significantly more resource-efficient than a continuation of the present situation, whereby different parts of the Department bear responsibility for often interrelated cross-cutting issues and processes, occasionally resulting in duplication or inefficiencies. It also avoids the creation of any entirely new bureaucratic structures for some of the additional or expanded functions envisaged, such as knowledge management. This is in keeping with the conclusions and recommendations contained in paragraph 89 of the report of the Committee for Programme and Coordination (A/62/16). Moreover, the request for new resources for mediation support reiterates the original request made in the report of the Secretary-General on the programmatic and financial consequences of the actions mandated in the 2005 World Summit Outcome document (see A/60/537), which was not fully accepted at the time by the General Assembly "pending the further development of this concept, including details on the specific operational role of the Unit" (A/60/7/Add.13, para. 33), even though the demand for the Department's services in this area far exceeds what was envisaged at that time and the operational role of the Unit has been fully demonstrated. Finally, consolidating the many cross-cutting functions into one Division avoids the need for new posts at the senior level.

Director of Division (D-2 reclassification from D-1)

248. The Director would oversee and coordinate the substantive work programme of the Division in response to the Secretary-General's decisions and in consultation with key clients, including heads of other departments and agencies, Member States,

Special Representatives and Envoys and heads of key regional organizations. Since many of these clients will be very senior, it is vital that the Division be headed at the D-2 level. Moreover, the sensitivity and significance of the Division's work also warrant senior-level leadership. The Director of the Division would provide strategic direction for the mediation support portfolio, working with the Chief of Unit to ensure that the services of the Mediation Support Unit match the priorities and needs of the Organization. He/she would also steer the policy and partnerships efforts of the Division, providing support and performing representational and outreach functions with regional organizations and the academic and policy communities. He/she would advise the Under-Secretary-General on all cross-cutting matters of relevance to the Department and on peacemaking and mediation support issues. In addition, he/she would advise the Under-Secretary-General on any interactions between the Department and intergovernmental bodies on issues pertaining to the work of the Division, including relevant discussions of the Security Council, the General Assembly, as well as the Peacebuilding Commission, where appropriate. These bodies frequently hold thematic or cross-cutting debates that require input and support from the Department, which would be formulated by the Policy and Mediation Support Division. Moreover, he/she would undertake and oversee the programmatic/administrative tasks necessary for the functioning of the Division, including preparation of budgets, reporting on budget/programme performance, evaluation of staff performance (PAS), interviews of candidates for job openings, evaluation of candidates and preparation of inputs for results-based budgeting.

Policy and Partnerships Unit

249. As the priorities of Member States evolve, so too must the tools with which the Organization responds to them. A stark gap has emerged between the range and depth of cross-cutting priorities, on the one hand, and the resources assigned to analysing the relevant challenges and developing effective strategies to address them, on the other. As the Department tasked with responding to the demands of Member States on all matters of a political nature and with providing political advice to the United Nations system, the Department of Political Affairs must be in a position to produce solid advice on global issues, emerging challenges and gaps in existing policies and programmes. The list of issues is almost unlimited: in addition to the existing ones, such as democracy, terrorism, conflict prevention, human rights, rule of law and natural resources and conflict, there is a plethora of emerging global issues on which political analysis and advice are required, including, for instance, transnational organized crime, corruption, the politics of land, narcotrafficking, climate change and security, radical ideology and fundamentalism, and migration. Issues such as gender have also acquired higher corporate priority. Although there are dedicated United Nations agencies, funds and programmes responsible for some of these issues, the Department is routinely called upon to provide analysis and advice on their political implications, which in many cases contribute directly to conflict.

250. Not only is the policy portfolio of the Department growing exponentially, but standard ways of working on global issues have also evolved. Policy coordination and active outreach are key to the formulation of cutting-edge policy advice and cross-cutting operational support, but they take time and staff work. Enhanced links to partners within the United Nations are vital and represent a growing area of work.

Externally, the Organization's most important partners are regional organizations, with which the United Nations increasingly cooperates across the entire spectrum of its activities. The Inter-Parliamentary Union is another key and ever more active partner, requiring a more engaged counterpart in the United Nations. The same is true of many academic and policy entities, think tanks, non-governmental organizations and civil society organizations. An additional factor in the evolving policy landscape is that certain long-standing mandates have acquired new prominence or are subject to a burgeoning level of demand. Chief among these is peacemaking, including mediation.

251. OIOS has repeatedly pointed to the current Policy Planning Unit's "very low staffing level" as having "seriously limited its ability to fulfil its mandate" (E/AC.51/2006/4, para. 58), noting that "Unit officers have too many portfolios to handle their work efficiently" (E/AC.51/2007/2, para. 18). Even with the welcome staffing increase resulting from the World Summit, the Unit has struggled to do justice to the needs of the Department, the United Nations and Member States for longer-term strategic analysis and thinking.

252. Moreover, additional responsibilities have emanated from OIOS in-depth evaluations. Nine of the 10 recommendations contained in document E/AC.51/2006/4, all of which were endorsed by the Committee for Programme and Coordination, require action by the Policy Unit, often in a lead role within the Department. In addition, the Unit will be heavily involved, often in a mandated leading role, in pursuing the ideas and recommendations contained in document E/AC.51/2007/2 pertaining to knowledge management (paras. 11-12 and recommendation 2), operational guidelines (para. 13), professional development (para. 26) and enhanced intra-departmental coordination (para. 33).

253. There have also been Secretariat or system-wide developments that place a heavier burden on the Unit, which will need to lead the Department in meeting its obligations. It is worth noting in this regard that the Unit's counterparts in the United Nations system, the policy entities in the Department of Peacekeeping Operations, the Office for the Coordination of Humanitarian Affairs and UNDP/Bureau for Crisis Prevention and Recovery, are far better staffed. The integrated missions planning process, for which other Departments have appointed full-time focal points, places a heavy burden that cannot be met through existing resources. Over the past few years, the Interdepartmental Framework for Coordination has become an increasingly important mechanism in support of United Nations country teams and Governments in capacity-building for conflict prevention and it has recently established an Expert Reference Group that is developing a body and community of practice in conflict prevention and providing country-specific technical support. This demands a sizeable and growing percentage of time from two officers in the Unit. The same is true of the UNDP-Department of Political Affairs Joint Programme on Building National Capacities for Conflict Prevention. The Policy Committee's agenda is dominated by Department of Political Affairs items, which comes with additional coordination responsibilities, as well as lead substantive responsibilities for the Unit in the case of thematic items, of which there is also a growing number. In addition to the foregoing, there are at present more than 20 interdepartmental coordination mechanisms, working groups and policy processes in which the Unit must represent the interests and convey the advice of the Department. Examples include the Peacebuilding Contact Group, the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration,

the United Nations Democracy Fund Programme Consultative Group, the Counter-Terrorism Implementation Task Force, the Working Group on the Protection of Civilians in Armed Conflict, and the United Nations Dialogue with the Global South. Perhaps uniquely among United Nations departments and agencies, the Department of Political Affairs cannot opt out of such mechanisms or choose only to focus on those that pertain to its mandate, since political advice and guidance are always needed.

254. To provide vitally needed capacity, the Secretary-General recommends that the Unit be expanded from its current size of one Senior Political Affairs Officer (P-5) and four Political Affairs Officers (4 P-4) to include three additional Political Affairs Officers (3 P-3) and an additional Associate Political Affairs Officer (1 P-2).

255. One of the existing P-4 Political Affairs Officers would shift across to the Best Practices and Training Team, which, for reporting purposes, would fall under the Mediation Support Unit, but would in fact underpin the work of the entire Division and indeed the Department.

256. The new Policy and Partnerships Unit would include the current Political Affairs Officer (P-4) now serving as the Secretary of the Executive Committee on Peace and Security and the Political Affairs Officer (P-3) currently serving with regional organizations. This would allow the Unit to meet its responsibilities for policy development on a vast number of existing and emerging global issues, and to represent or support the participation of the Department in interdepartmental coordination mechanisms. With the addition of the Political Affairs Officer (P-3) on regional organizations, the Unit would support the Department's increasingly important partnership with regional organizations and the location of this function within the Unit would ensure that the relationship is informed by the concrete work and priorities of the entities involved. The Unit would also perform the role of gender focal point in and for the Department. In keeping with its consolidated partnership responsibilities, and in recognition of the close links between effective policy work and partnerships, the Secretary-General recommends that the Unit be called the Policy and Partnerships Unit.

257. The current Senior Political Affairs Officer would continue to serve as Chief of the Policy and Partnerships Unit, overseeing the activities undertaken by the Unit, ensuring that the substantive work programme is carried out effectively and efficiently, coordinating its diverse projects and liaising with other organizations of the United Nations system, regional organizations, donors and agencies, as appropriate. Under the supervision of the Director of the Division, he/she would manage the policy portfolio, assigning responsibility for specific tasks according to the priorities set by the Secretary-General and other senior United Nations officials. He/she would perform relevant policy functions, including advising on global issues, both current and emerging, and supporting Regional Divisions with cross-cutting analysis and strategic assessments. He/she would also oversee and participate in the coordination functions of the Unit, representing the Department in a variety of forums and ensuring that timely political advice is delivered to these mechanisms, as appropriate. He/she would also advise on the specific partnerships with regional organizations, as appropriate.

258. The other three existing P-4 Political Affairs Officers would continue to assist with policy development on those issues for which the Department is the United Nations system-wide focal point and to perform other relevant policy functions,

including advising on global issues, both current and emerging, and supporting regional Divisions with cross-cutting analysis and strategic assessments. They would continue to devote particular attention to the key issues for which they are mandated focal points, namely peacebuilding, terrorism, and democracy and rule of law. They would also continue to provide advice on the political dimensions of the many existing and emerging global issues that fall to the Unit, including constitution-making, responsibility to protect, human rights, transitional justice, gender, transnational organized crime, corruption, the politics of land, narcotrafficking, climate change and security, radical ideology and fundamentalism, and migration. In addition, they would serve as focal points for important new system-wide mechanisms such as the integrated mission planning process and the strengthened Framework Team. They would serve as primary counterparts, at the policy level, for key United Nations system partners such as the Department of Peacekeeping Operations, the Office for the Coordination of Humanitarian Affairs, UNDP, OHCHR, the Peacebuilding Support Office, the United Nations Office on Drugs and Crime and the World Bank, as well as important external partners, such as the Inter-Parliamentary Union. Moreover, they would continue to manage or support inter-agency and interdepartmental programmes, such as the Department of Political Affairs-UNDP Joint Programme, the United Nations Democracy Fund Programme Consultative Board, the Counter-Terrorism Implementation Task Force and the United Nations Dialogue with the Global South. They would also continue to represent the Department in important policy development mechanisms, such as task forces on disarmament, demobilization and reintegration, security sector reform, protection of civilians and United Nations action against sexual violence in conflict. Finally, they would be responsible for fostering and strengthening the Department's partnerships with key external policy entities.

259. The Secretary of the Executive Committee on Peace and Security (P-4) would continue to service the Committee and to serve as Departmental focal point for the Policy Committee. He/she would continue to support the Under-Secretary-General in his role as convener of the Committee, and liaise across the United Nations system in preparation of substantive inputs to the work of the Committee and the follow-up to its decisions. He/she would also support the establishment and operation of task forces and working groups under the auspices of the Committee. Placing this post in the Policy, Partnerships and Mediation Support Division would allow for a stronger connection between the Committee and the work of the Division. This is particularly important as issues handled by the Division are increasingly considered in the Committee. For example, the Committee has recently taken up a number of cross-cutting issues (such as responsibility to protect and democratization) and prevention initiatives, both of which come under the responsibility of the Policy and Partnerships Unit. The increased connection ensures better usage of and improved preparation for the Committee.

260. The existing Political Affairs Officer (P-3) for regional organizations would continue to perform her functions, including organizing the programme of high-level meetings between the United Nations and regional and other intergovernmental organizations and implementing the decisions and recommendations taken at the meetings. The Officer would continue to coordinate and contribute to research related to relations with regional organizations and to assist in the organization and substantive preparation of expert meetings, seminars, international, regional and national meetings on substantive-related issues. Situating

this existing post in the Policy and Partnerships Unit would ensure that the process of fostering and strengthening United Nations-regional organization partnerships is fully informed by policy and operational developments. It would also facilitate information-sharing and coordination with the various Department of Political Affairs divisions, including the Security Council Affairs Division and the regional Divisions, among other things, in assisting in the implementation of the 10-year capacity-building programme for the African Union.

261. The new Political Affairs Officers (3 P-3) would support the policy development, research, coordination and partnership functions of the Policy and Partnerships Unit, and thus of the Department, by gathering and analysing relevant information, keeping abreast of trends in their areas of assignment and maintaining contacts with counterparts inside and outside the system at the appropriate level. These additional Officers would be assigned to track emerging issues, such as those enumerated above, and to flag them to their more senior colleagues. They would also be tasked with participating, as appropriate, in the many inter-agency and interdepartmental coordination mechanisms referred to above that the Department, by virtue of its broad mandate, must take on. They would liaise with Department staff to ensure a regular flow of inputs and information to and from the Policy Unit so that overall Departmental policy on cross-cutting issues is fully informed by geographic and other relevant developments. They would provide support to internal Department decision-making mechanisms, particularly those with a policy-setting objective. In undertaking these many important tasks, the new Officers would relieve their senior colleagues of some of the more routine tasks assigned to the Unit, therefore freeing up space for more in-depth policy development and strategic analysis.

262. The new Associate Political Affairs Officer (P-2) would monitor developments on global, cross-cutting issues, provide research assistance and assist with briefing notes, background papers and talking points. The incumbent would support the Policy and Partnerships Unit in organizing workshops, seminars and brown bag discussions for the Department on matters of policy relevance. He/she would also assist the Unit with its evaluation of Departmental performance on policy matters, creating databases to track implementation of policy decisions and keeping senior staff informed.

Mediation Support Unit

263. As awareness of the mediation support function in the Department of Political Affairs has grown, the demand for its services has increased markedly. Already, thanks to the core capacity and supplementary funding from donors, the Department has been able to lend enhanced support to mediators and their teams in the field, including the United Nations and the African Union Special Envoys for Darfur, the Special Envoy for the Lord's Resistance Army-affected areas, the Personal Envoy for Western Sahara and the Special Representative for Somalia. In all cases, the Mediation Support Unit was able to deploy staff, provide expert advice and assist with the speedy mobilization of external experts as well as logistical and financial support. This was done in full cooperation with the regional Divisions, the Department of Peacekeeping Operations and other relevant colleagues. In a similarly cooperative manner, the Unit has put in place a series of important mechanisms on which mediators can rely. These include a standby team of specialized, technical-level mediation experts who can deploy to the field at short

notice, a roster of experts available for ad hoc technical assignments and an online databank of hundreds of peace agreements and analyses of peacemaking (www.un.org/peacemaker). Working with partners, the Unit has developed a body of guidelines, operational tools and training opportunities for mediators and their support teams. A series of regional consultations on mediation experience is more than half-way through. These developments were singled out for praise by OIOS as contributing to the Department's fulfilment of its core functions (E/AC.51/2007/2, para. 41). With each passing week, the Unit fields more requests for its services. At present, in addition to the cases referred to above, 15 cases have been tabled by the lead mediator or Department for consideration for Mediation Support Unit support.

264. The Secretary-General recommends that the "core mediation support function" of one current Senior Political Affairs Officer (P-5) and another Political Affairs Officer (P-4) approved in 2005 (see resolutions 60/246 and 60/247) be expanded by four additional Political Affairs Officers (1 P-4, 3 P-3), one Associate Political Affairs Officer (P-2) and one Administrative Assistant (General Service (Other level)). Reliable funding from the General Assembly would enhance the quality and timeliness of support available to United Nations and non-United Nations mediators and their teams. The Unit would structure itself around two sets of functions: support to current peace processes; and best practices and training.

265. The Unit would be headed by a Chief of Unit for Mediation Support (D-1), already requested (under the title of Director) in the proposed programme budget for the biennium 2008-2009.[12] The Chief of Unit would oversee the work of the Unit and lead and supervise the Department's mediation support efforts, including direct operational support to the Secretary-General's good offices efforts, working closely with the relevant Department of Political Affairs regional Divisions and/or colleagues in other departments or agencies. He/she would continue the development of a body of operational guidance for mediators and the establishment of mechanisms whereby mediators can call for expertise and guidance. The Chief of Unit would also create systematic links to outside institutions and provide strategic mediation advice to the Department's regional Divisions and field presences, as well as to partner departments and non United Nations partners, such as regional organizations; contribute to the formulation of the Department's overall mediation strategies and policies; prepare documents on policy issues; and act, as required, in an advisory capacity to the Under-Secretary-General.

Support to Current Peace Processes Team

266. The Team, tasked specifically with support for current mediation processes, would comprise the existing Political Affairs Officer at the P-5 level and Political Affairs Officers at the P-4 level, together with two new Political Affairs Officers (1 P-4 and 1 P-3), a new Associate Political Affairs Officer (P-2) and an Administrative Assistant (General Service (Other level)).

267. Based on experience to date, the Team would expect to be involved in approximately four or five active peace efforts at any one time. Where necessary, the Team would deploy its own staff to assist at peace talks, as has been done already. It would also provide substantive guidance and lessons learned on relevant

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[12] Recommended by the Advisory Committee on Administrative and Budgetary Questions in chap. II, part II, para. II.3 of its report (A/62/7).

issues and cases. In some instances, the Team would provide backstopping to the desk officers in the relevant regional Division. It would manage the standby team of mediation experts and other mechanisms for identifying and deploying expertise to the field. Moreover, it would contribute to the developing partnership with the African Union in the area of mediation support, as has been explicitly mandated by the 10-Year capacity-building programme. Similar assistance would be offered to other regional and subregional organization partners, as feasible and appropriate.

268. The existing Senior Political Affairs Officer (P-5) would lead the Team. He/she would spend the majority of his/her time directly backstopping the Unit's "clients" in the field, in cooperation with the responsible Division or Department. These clients include, primarily, Special Representatives, Special Envoys and other senior officials tasked with leading a preventive diplomacy, peacemaking or peacekeeping effort. He/she would also provide substantive guidance and lessons learned on relevant issues and cases and assist with the mobilization of logistical and financial support to the mediator, as well as backstopping the desk officers in the relevant regional Division. In addition, the Officer would assume specific responsibility for managing the standby team of mediation experts, including coordinating their assignments, deployment, reporting and other activities. Lastly, he/she would also be responsible for other mechanisms for identifying and deploying expertise to the field.

269. The existing Political Affairs Officer (P-4) would similarly spend the majority of his/her time supporting mediation efforts in the field. He/she would continue efforts to respond to requests from mediators and their teams for advice on all aspects of peace processes. Such recent requests include advice on best practice in implementing comprehensive agreements, lessons on structuring and sequencing ceasefire agreements, how to include civil society and how to handle issues of compensation and restitution of property. He/she would assume particular responsibility for close liaison with the Department's regional Divisions and special political missions, through the existing network of the Department's mediation focal points located in each of the Divisions, to identify mediation opportunities, objectives and requirements. This would entail, inter alia, assisting Divisions with identifying options for bridging support and working with Divisions to develop project plans. He/she would also serve as Secretary to the new system-wide network of mediation focal points, supporting regular meetings and facilitating Department discussions with partner departments and agencies on mediation opportunities, objectives and requirements.

270. It should be noted that the existing mediation focal points at the P-5 level in each of the regional Divisions serve primarily to deepen the expertise and capacity available within those Divisions. The focal points bring region-specific knowledge to bear and serve as a conduit to and from their Divisions for the technical, thematic and procedural expertise that exists in the Mediation Support Unit. The focal points meet on a weekly basis to exchange ideas and to keep each other informed about ongoing peacemaking efforts and/or possible openings for new United Nations engagement. The network serves as a source of feedback on the Unit's activities, as well as a forum for brainstorming about current and future activities. Given that mediation is a core function of the Department, this link between the support services of the Unit and the country- and region-specific focus of the Divisions is vital.

271. In addition to responding to the needs of clients in the field across the board, as all members of the Mediation Support Unit Team dedicated to supporting current processes would be required to do, the new Political Affairs Officer (P-4) would pay particular attention to clients outside the United Nations system, including Track Two and private mediators, as well as regional and subregional organizations. He/she would also work closely with other colleagues who have responsibility for the regional organizations portfolio to foster and strengthen United Nations support in the area of preventive diplomacy and mediation. This would include particular responsibility for advancing implementation of the mediation components of the framework of United Nations support to the African Union.

272. The new Political Affairs Officer (P-3) would work with the senior officers in the Unit to build relationships with key partners involved in mediation efforts and develop synergies for future efforts. He/she would also build relationships with experts who could provide specialized advice during negotiations both within and outside the United Nations system. Moreover, he/she would support planned Mediation Support Unit initiatives to foster in-house expertise in mediation, as well as the mapping of externally based expertise. In addition, he/she would work with the senior officers in the Unit to develop partnerships with specialized mediation entities that can lend personnel to mediation efforts.

273. The new Associate Political Affairs Officer (P-2) would develop and maintain databases and rosters of individual experts with specialized skills who are readily available to assist mediators. He/she would, as appropriate and in cooperation with the relevant desk officer, serve as a channel for mediators on logistical and related matters, facilitating the timely provision of such support by the appropriate parts of the United Nations system.

274. The additional Administrative Assistant (General Service (Other level)) would support this strengthened team, in particular with database management, travel and knowledge management applications.

Best Practices and Training Team

275. Within the Mediation Support Unit, a Best Practices and Training Team would be established. In recognition of the interlinked nature of many of the services and issues in policy and mediation, and since its focus would be on underpinning all cross-cutting work with the necessary systems, the Team would work closely with Policy and Partnerships Unit colleagues. It would be comprised of one existing Political Affairs Officer (P-4), who would be moved from the Policy and Partnerships Unit, and two new Best Practices Officers (2 P-3). The Team would allow the Department to collect and apply lessons identified from its operations. The systematic collection of lessons and best practices would in turn contribute to the improvement of operational guidance. The Team would be responsible for maintaining and substantively updating the United Nations Peacemaker website, for generating, updating and disseminating operational guidance on peacemaking, for training on mediation and more general issues, for the development and conduct of a debriefing and end-of-mission reporting system and for a Department-wide knowledge management system.

276. The existing Political Affairs Officer (P-4) would focus on institutional learning needs of the Department and assist the senior officers in the Unit with the development of policy options and analysis relevant to good offices and mediation.

For the overall Department, he/she would develop a best practices strategy and plan of action. He/she would also promote a culture of best practices and lessons learned, while working within the Department to identify good practices from previous experience and explore methodologies to incorporate lessons into future efforts. In addition, he/she would track ongoing mediation efforts to the same end. Lastly, he/she would build a repository of lessons learned and best practices and, in that connection, design templates for end-of-mission reporting, coordinate debriefings of former Special Representatives of the Secretary-General and other senior officials, organize debriefing/knowledge-sharing workshops for desk officers and generate analysis of past mediation experience.

277. In keeping with the recent OIOS recommendation that the Department of Political Affairs develop and adopt a Department-wide knowledge management strategy, one of the new Best Practices Officers (P-3) would focus on developing methodologies for the Department to collect, store and share lessons and insights gained from experience. Chief among these would be the existing United Nations Peacemaker website, which is designed to serve the mediation community and which requires extensive maintenance and continuous updating in order to remain relevant. He/she would assume primary responsibility for managing the content on this important platform.

278. The other new Best Practices Officer (P-3) would assist the Unit to identify training needs and coordinate partnerships with external entities in order to provide necessary training programmes and ensure content and quality. He/she would work with Department colleagues and external partners to refine existing training programmes and to pursue more specialized, advanced programmes, in particular in areas relevant to political analysis and mediation support. He/she would also cooperate closely with the new training capacity in the Department of Peacekeeping Operations and with the United Nations Institute for Training and Research. Moreover, under the supervision of the Principal Officer, he/she would assume responsibility for coordinating the training and briefings for new Department staff.

Additional non-post resources

Travel of staff

279. An additional amount of $572,800 (before recosting) is proposed under the subprogramme for the travel of the proposed additional staff while representing or accompanying the Secretary-General and his Special Representatives and Envoys, undertaking fact-finding, good offices and conflict prevention missions, attending meetings of intergovernmental organizations and participating in conferences and seminars in the areas of prevention, control and resolution of conflicts, peacemaking and peacebuilding.

J. Regional field presences

280. In concentrating on preventive diplomacy, the Department of Political Affairs must take account of the regional nature and impact of many of today's most dangerous conflicts — and the opportunities for regional solutions. The lines between inter-State and intra-State conflicts have become blurred. The United Nations has engaged in prevention, peacekeeping and peacebuilding in regions in which violence has flowed across borders, such as the Balkans, West Africa, the

Great Lakes, the Horn of Africa, the Middle East and the Andes. It is usually necessary to mandate peacekeeping and peacebuilding operations on a country-by-country basis (as an example, the Department of Peacekeeping Operations currently manages three separate missions in West Africa and four in the Middle East, while the Department of Political Affairs manages several small special political missions and peacebuilding offices in these regions as well). The Department of Political Affairs also has sustained offices and Special Representatives with regional mandates — such as the United Nations Office for West Africa and the Special Representative of the Secretary-General for the Great Lakes Region — which add critical added value to peacemaking, peacekeeping and peacebuilding operations in individual countries and help these operations better manage cross-cutting and cross-border situations.

281. This regional approach to preventive diplomacy and mediation is thus already an important element of the Department's work. Through the development of a larger network of regional presences in the period ahead in regions where offices would be welcome by Member States and regional organizations, the Department plans to continue to strengthen and rationalize this approach. There are several advantages. Member States, regional organizations, regional economic commissions and United Nations country teams will benefit from the presence of a United Nations entity focused on peace and security issues to help them address issues of peace and security with regional dimensions. The Organization's partners would also benefit from the more agile relationship made possible by the in-field presence of a United Nations political office. Often, the distance between New York and the potential conflict areas where the United Nations might be of assistance hampers the Secretariat's ability to interpret developments and seize opportunities to assist and respond quickly with preventive initiatives. It also diminishes the Organization's ability to build relationships and share information with Member States and regional organizations in the areas of concern and to most effectively support national capacity-building. In-field capacity would also strengthen a "One UN" approach by facilitating the provision of political advice to United Nations country teams, regional economic commissions and Resident Coordinators on the ground where they operate, especially when combined with more frequent visits by Headquarters staff and improved use of existing mechanisms (such as the Executive Committee on Peace and Security) to ensure coordination at the Headquarters level.

282. A more regional architecture for the Department has already begun to take shape and should place it closer to the situations where United Nations preventive diplomacy may be able to make a difference. The United Nations Office for West Africa, which was established in 2001, plays this pivotal role with ECOWAS and the Member States in West Africa. It is the first United Nations regional peacebuilding office in the world. Its mandate is to harmonize United Nations activities and promote the integration of subregional, as opposed to country-by-country, approaches to peace and security. The Office's team includes officers with responsibility for political, humanitarian, human rights, information and development affairs. It has been an "agenda-setter" by bringing to the attention of the Member States issues such as youth unemployment and its impact on conflict.[13]

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[13] The United Nations Office for West Africa does not address the question of youth unemployment per se, but highlights its political importance, prompting action by Member States.

283. The Security Council agreed with the Secretary-General's proposal to establish a similar office in Central Asia,[14] which is expected to be set up before the end of 2007, and which provides a useful follow-on presence to the United Nations Tajikistan Office of Peacebuilding, whose mandate came to a close earlier in 2007. Other offices are expected to be rolled out over the course of 2008 and 2009, based on need, consultations with legislative authority and in close consultation with Member States and regional organizations of the regions in question. One of the benefits of such a network, as indicated in the example already provided of Central Asia, is that it provides a low-cost safety net, enabling the Member States to phase out some long-standing special political and peacebuilding missions, while retaining a continued United Nations political presence that can provide political support, preventive diplomacy and good offices, as needed, as countries and regional organizations work through the peacebuilding process.

284. In 2008, the Secretary-General intends to propose the establishment of a regional office in Central Africa and the Great Lakes region to support Member States and regional groups and to enhance the preventive work of the United Nations in this critical region. The office would monitor the situation in the entire subregion, where a number of countries are in conflict or post-conflict situations. It would respond to the call of the Security Council for a "comprehensive, integrated, resolute and concerted approach to the issues of peace, security and development in Central Africa",[15] and would support the efforts of the International Conference on the Great Lakes Region to help "transform the Great Lakes region into a space of sustainable peace and security for States and peoples, political and social stability, shared growth and development" (Dar es Salaam Declaration of 2004).

285. The regional office would directly support Member States and regional and other bodies in efforts to reduce conflicts which are ongoing, prevent tensions from rising to conflicts and bring lasting stability and peace in post-conflict settings. The office would also conduct systematic and comprehensive political analysis on the cross-cutting issues in the region to help inform and strengthen those efforts. It would support Headquarters in carrying out conflict prevention, peacemaking and peacebuilding functions, including as appropriate, mediation initiatives or support initiatives of other Special Envoys, and facilitate processes of national and regional dialogues aimed at easing political and security tensions and promoting reconciliation. It would lend support to national peacemaking and mediation activities by providing expertise and lessons learned, and by mobilizing political and financial support. It would also provide a regional political strategy for the work of the United Nations in the region that would guide the activities of the peace operations in the subregion, including the peacekeeping operation in the Democratic Republic of the Congo (the United Nations Organization Mission in the Democratic Republic of the Congo), BONUCA, the United Nations Integrated Office in Burundi and the Liaison Office of the Special Envoy of the Secretary-General for the Lord's Resistance Army Affected Areas (Kampala).

286. Importantly, work would be undertaken to assist the development of a regional capacity for conflict prevention by supporting local actors, civil society and governmental agencies in building capacity for conflict analysis and transformation, and to assist national Governments and institutions to strengthen national capacity

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[14] See S/2007/279 and S/2007/280.

[15] See S/PRST/2002/31.

for conflict prevention and peacemaking, identifying priorities and possible areas of support. It would offer a political framework that addresses cross-border problems for the activities of United Nations country teams of the countries in the region. Guidance, when appropriate, would be provided to relevant parts of the United Nations system, such as UNDP, OHCHR, UNHCR, the United Nations Development Fund for Women, the World Bank, as well as the regional Centre for Human Rights and Democracy, based in Yaoundé, and the Standing Committee on Security Issues in Central Africa. Ongoing efforts would be undertaken to identify gaps in United Nations actions and ways to remedy them. In addition, the office would assist with providing a regional strategy to ensure the coherence of the activities of United Nations peacekeeping operations and political offices in the region.

287. Help would be given to develop a regional framework to improve the relations between civilian and security forces and facilitate dialogue on issues of disarmament, demobilization and reintegration as well as on proliferation of weapons and small arms. Support would also be provided to foster a culture of consensus-building in the region on current social, political and economic challenges, such as, for example, the management of natural resources and the need for increased transparency and land reform. The office would also provide a forum for the exchange of good practices among the countries in the region on democratic governance, electoral management and civic education, and to develop regional strategies to prevent electoral violence and foster cooperation among electoral management bodies in the region.

288. The formation of the office would help to address the regional security dimensions of conflicts and provide support to subregional organizations, to coordinate, as appropriate, regional efforts to implement peace agreements in the region and to address cross-border threats and other challenges facing the region. Staff would establish a close relationship with the executive secretariat of the International Conference on the Great Lakes Region, develop a framework for complementarities between the two offices and help mobilize support for the implementation of the Great Lakes Pact. The office would serve as a hub to establish partnerships with civil society, women, youth, the private sector, parliaments and media on issues of relevance to the security of the region. It would also provide advice and expertise on regional security issues to governmental agencies, as appropriate. Staff would cooperate with all relevant regional and subregional mechanisms with a view to fill gaps and help strengthen the effectiveness of subregional efforts and institutions in the area of peace and security. These mechanisms include, inter alia, the Council for Peace and Security in Central Africa, the Central African Early Warning Mechanism (Mécanisme d'alerte rapide de l'Afrique centrale), the Multinational Force for Central Africa, the East African Community and ECCAS.

289. The establishment of such an office would facilitate the development of exit strategies for existing special peacekeeping missions in the region. Future missions of an ad hoc or exploratory nature would initially be launched from this office, introducing greater predictability in terms of budgeting and less reliance on funding under the provisions of General Assembly resolution 60/249.

290. Going forward, the Secretary-General is considering the establishment of similar offices in the Horn of Africa, the Balkans, South-East Asia and the Latin

America/Caribbean regions. As stated earlier, the establishment of any regional office would depend on the status of existing operations on the ground dealing with peace and security, the views of Member States and regional organizations in the area of focus and a specific mandate from the appropriate legislative authorities.

Subprogramme 2
Electoral assistance

Additional resource requirements (before recosting): $1,136,000

Table 11

Additional resource requirements: subprogramme 2

(Thousands of United States dollars)

	Resources					
Object of expenditure	*2006-2007 revised appropriation*	*Growth (A/62/6)*	*Growth in the present report*	*Total before recosting*	*Recosting*	*2008-2009 estimate*
Posts	4 345.9	278.6	1 136.0	5 760.5	304.2	6 064.7
Other staff costs	40.5	0.0	—	40.5	2.6	43.1
Consultants and experts	133.8	0.0	—	133.8	8.7	142.5
Travel of staff	200.9	105.1	—	306.0	19.9	325.9
Contractual services	165.6	(140.0)	—	25.6	1.7	27.3
Total	**4 886.7**	**243.7**	**1 136.0**	**6 266.4**	**337.1**	**6 603.5**

291. The Electoral Assistance Division has a specific and operational mandate to design, staff and backstop the electoral assistance components of United Nations missions and UNDP-managed projects, assist in promoting electoral best practices and act as the Organization's institutional memory on all electoral matters. Demand for United Nations electoral assistance continues to be high. Since 1989, it has received 406 requests from Member States and provided assistance to 107 Member States. In 2007, the United Nations provided assistance in almost 40 countries, including 13 that are the subject of Security Council resolutions. In almost all cases, the United Nations is asked to provide advice to national election commissions on international best practices, including on specific issues such as electoral law, voter registration, logistics, or civic education. The Division has been restructured at no cost. With only 12 Professional and 4 General Service staff members, resources are stretched. The Division is working to strengthen its strategic partnerships and to promote improved consultation among partners while increasing its capacity to advise on cross-cutting electoral policy issues, in particular those that would further conflict-prevention objectives.

292. Requests for assistance have increased and have become increasingly complex. Technical advances demand more specialized knowledge and expertise. There are a number of United Nations actors — including the Department of Political Affairs, the Department of Peacekeeping Operations, UNDP, the Department of Economic and Social Affairs, and the United Nations Office for Project Services — involved in some way in electoral support, increasing the importance of system-wide coherence. The United Nations is increasingly called upon, especially in peacekeeping contexts, to coordinate electoral assistance provided by bilateral and other donors.

293. In its review of the work of the Electoral Assistance Division (E/AC.51/2007/2/Add.1), the Office of Internal Oversight Services noted that the Division plays a positive role as the facilitator of democratic processes and that Member States and electoral stakeholders are generally satisfied with the quality of United Nations electoral assistance. However, it made a number of recommendations, including strengthening its knowledge management system, enhancing efforts to coordinate with United Nations partners and digitizing and diversifying the electronic roster of electoral experts managed by the Division.

294. The Electoral Assistance Division has reorganized to meet these increased demands and to address the OIOS recommendations. Its activities now fall within three clusters (Policy/Institutional Memory; Strategic Partnerships; and Country Support) each headed by a current Senior Political/Electoral Affairs Officer (3 P-5). OIOS noted that the clustering of the Division's work was a reasonable and appropriate response to its workload given its functions and scope of activities. However the Division requires a modest increase in resources to keep up with increased demand and complexity, and to address the OIOS recommendations.

295. The Division maintains a clear and structured senior management, with well-defined reporting lines and distribution of responsibilities. The management of the Division is composed of the Director (D-2), who directs and coordinates the work of the Division and provides senior assistance, analysis, advice and recommendations for possible action to the Under-Secretary-General for Political Affairs in the electoral field, including preventive diplomacy and peacemaking, with particular reference to electoral/political issues. The Deputy Director (D-1) is responsible for the day-to-day management of core and non-core human and material resources available to the Division, supervises the implementation of the Division's strategic framework, programme budget and work programme, and oversees the creation and implementation of guidelines for the work of the Division.

296. Within the Country Support Cluster, the current Senior Political Affairs Officer (P-5) would be joined by an additional Senior Political Affairs Officer (P-5) to help manage and balance the workload and would follow up UNDP electoral projects and support additional Department operational efforts. The two Senior Officers would divide the workload geographically to ensure adequate support to all (currently 40) countries supported by the Division. These Officers would be responsible for overall supervision and provision of daily guidance to team members and would lead cross-cutting projects with other clusters, divisions and United Nations departments, agencies and programmes. Both Officers would report to the Director of the Division, through the Deputy Director, and work with three current Political/Electoral Affairs Officers (1 P-4, 2 P-3) and one additional Political/Electoral Affairs Officer (P-4), who would assist in the design of electoral assistance projects, ensure projects are staffed with appropriate experts (keeping in mind geography and gender), provide United Nations missions and projects with electoral assistance and advice based on the Division's repository of best practices, travel, as needed, to countries requiring support and draft reports and briefings by senior officials to the Security Council and the General Assembly on issues related to electoral assistance in all peace operations.

297. Two additional Political/Electoral Affairs Officers (P-4) would support the work of this cluster in managing UNDP/Department of Political Affairs regional office collaboration. One new Officer would be assigned to the Africa region; the

other would be assigned to the Asia-Pacific and the Middle East regions. Both Officers would assist in the design of electoral assistance projects, ensure projects are staffed with appropriate experts (keeping in mind geography and gender), provide United Nations missions and projects with electoral assistance and advice based on the Division's repository of best practices, travel as needed to countries requiring support and draft reports and briefings by senior officials to the Security Council and the General Assembly on issues related to electoral assistance in all peace operations.

298. The current Country Support cluster also oversees the roster of electoral experts. In the last two years, over 600 elections experts from more than 35 countries were drawn from the roster to staff electoral missions or projects. The roster currently consists of over 1,200 experts from around the world. However, it is recognized that more must be done to increase the number of women from the current 35 per cent and to improve geographic diversity.

299. The Division has made it a priority to expand and diversify its roster of electoral experts, as recommended by OIOS, external audit and the Department's programme review. The most important step, as recommended by OIOS, is to "select an electronic format for converting the roster of [electoral] experts and for facilitating partners' access to such information". The Division undertook, with the assistance of an expert consultant, a broad assessment of the best options available for automating the management of its roster. The study concluded that the Division should convert its roster to a format compatible with the Galaxy (Office of Human Resources Management) and Nucleus (Field Personnel Division) systems. This solution is most compatible with processes of the roster's largest client, the Department of Peacekeeping Operations. It does not require significant expense and it has a guaranteed upgrade path. Importantly, the system ensures that experts will be chosen from the most diverse applicant pool. The decision was supported by the Office of Human Resources Management, the Field Personnel Division and UNDP (the second largest client of the Division's roster).

300. The computerization of the roster will make the process more efficient and transparent, and will enhance diversity. At the same time, it will increase the workload and the complexity of the work for the roster managers. Once positions are posted on Galaxy, the number of applicants to the roster will increase dramatically. The screening of new applicants, ongoing maintenance and the complexity of recruitment (selecting from a larger and more diverse candidate pool) will increase as the roster grows from its current size of approximately 1,200 active experts. Two existing support staff members (General Service (Other level)) are engaged full time on the roster. They will be unable to manage the increased workload associated with a larger and more diverse roster. The Division would also like to reduce recruitment time for electoral experts and reduce overtime costs associated with already overburdened staff.

301. While the computerization of the roster will make the process more efficient and transparent when identifying and deploying experts, it will also create both a short-term and a long-term demand for additional Division staff. In the short term, both the current manual roster and the electronic roster will function in parallel while the electronic roster is populated with data. During this process, the workload of the two existing Division roster staff members will essentially double. Existing responsibilities for the staffing of ongoing electoral missions and projects will

continue. However, at the same time, the Division will need to ensure the transfer of each current rostered candidate to the electronic format. This will involve data transfer, coding of skills in accordance with new formats, ensuring the upload of existing supporting documents for each candidate and quality control of the entire process. Once the electronic system is on line, a substantial increase in the number of applicants to the roster is expected. For example, a "test" vacancy announcement posted on Galaxy received over 500 applicants in one month, approximately 20 times the average number of applications currently received per month. Additional staff will be required to technically clear this significantly higher volume of candidates, manage a much larger roster and respond to recruitment requests, which have increased over time, in a timely fashion.

302. To oversee the conversion from the manual to the electronic roster while assuring that the Division's current projects proceed without compromise and to eventually manage a significantly larger, more diverse applicant pool and roster, a current post of Political/Electoral Affairs Officer in the Division would be reclassified from the P-2 to the P-3 level. The Officer would manage all work related to the roster and oversee a staff of four additional support staff (General Service (Other level)). The electronic roster has extensive reporting capabilities that will allow the Division to track the volume of applicants, rostered experts and placements into the field. These reports will be analysed for both efficiency and diversity and will be used to evaluate the performance and added value of the additional staff.

303. The Division's operational mandate requires staff members, electoral field personnel and consultants to travel frequently and at short notice. This places onerous demands on Division staff, who must navigate inter-agency protocols and requirements. In 2006 and the first six months of 2007, the Division undertook 40 missions to 30 countries and territories. The core budget provided only one third of the costs of travel, placing extra demands on Division staff to locate and coordinate other funding sources.

304. Although the Electoral Assistance Division is the Department's most operational division, it has the lowest General Service to Professional staff ratio (1:3) in the Department. The Department of Political Affairs and the Department of Peacekeeping Operations averages are 1:1.5 and 1:1.9, respectively. As a matter of priority the Division is seeking additional General Service staff to meet current workloads and demands. Such staff members are required to implement the workload of each of the three clusters within the Division. They would provide much needed operational and administrative support.

Subprogramme 3
Security Council affairs

Additional resource requirements (before recosting): $365,700

Table 12

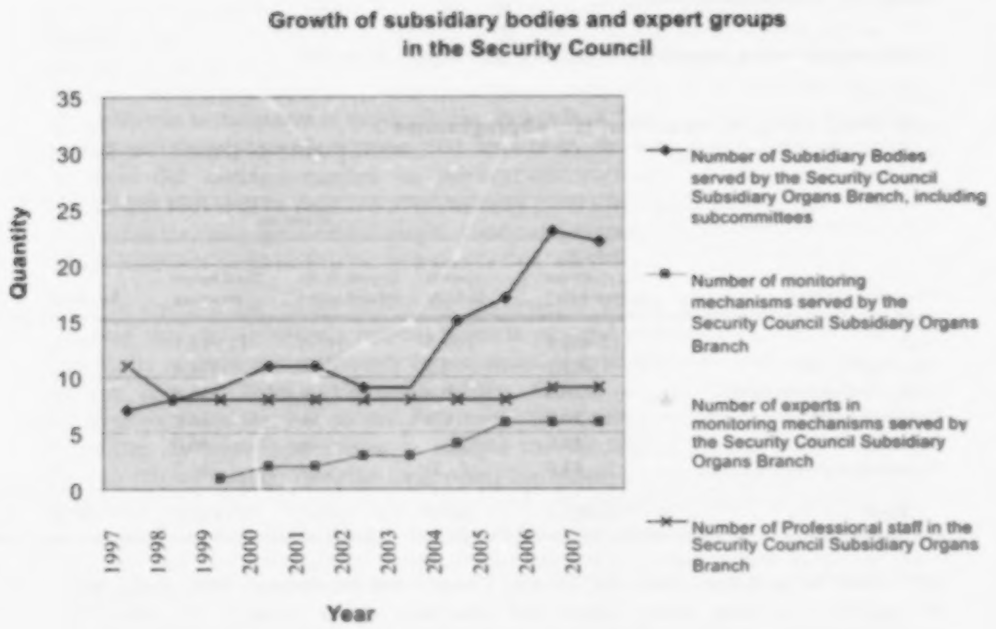
Additional resource requirements: subprogramme 3

(Thousands of United States dollars)

	Resources					
Object of expenditure	*2006-2007 revised appropriation*	*Growth (A/62/6)*	*Growth in the present report*	*Total before recosting*	*Recosting*	*2008-2009 revised estimate*
Posts	12 460.9	169.5	365.7	12 996.1	724.7	13 720.8
Other staff costs	464.1	7.3	—	471.4	30.7	502.1
Consultants and experts	36.0	0.0	—	36.0	2.4	38.4
Travel of staff	34.9	0.0	—	34.9	2.2	37.1
Contractual services	46.0	—	—	46.0	3.0	49.0
General operating expenses	44.0	(7.3)	—	36.7	2.4	39.1
Total	**13 085.9**	**169.5**	**365.7**	**13 621.1**	**765.4**	**14 386.5**

305. Over the past four years, the Security Council has increasingly applied the tool of sanctions to help move States and non-State actors towards the peaceful resolution of disputes, to avoid the reignition of recently ended conflicts and to help prevent future breaches of international peace and security. The Security Council Affairs Division of the Department of Political Affairs, in addition to its extensive support functions for the overall work of the Council, is responsible for supporting, in all its aspects, the work of the Council sanctions committees and the expert monitoring groups associated with them.

306. Although OIOS noted high client satisfaction in regard to the support provided by the Security Council Affairs Division (see E/AC.51/2007/2/Add.2), it recommended that additional resources be allocated to cope with the growing workload associated with the substantial increase in the number of sanctions committees and monitoring experts supported by the Division, as shown in the figure below. This recommendation was endorsed by the Committee for Programme and Coordination in 2007.



307. In particular, OIOS noted that additional resources would benefit the Security Council Subsidiary Organs Branch, since growth in sanctions committees had not been met with a corresponding increase in Branch resources. From 2003 to 2006, the total number of subsidiary bodies served by the Branch increased from 9 to 23, while the number of sanctions monitoring bodies increased from three to six. During the same period, the number of experts assigned to these groups rose from 15 to 32. To cover these expanding functions, the Security Council Affairs Division has often relied on Junior Professional Officers supplied by some Member States. This arrangement, while welcomed, is highly unreliable, as there is no guarantee that Member States will consistently provide new officers or the funding that might be required to retain the deployed Junior Professional Officers for longer durations.

308. To provide the consistent, substantive servicing to the Security Council, especially in view of the increased mandates and number of subsidiary bodies and groups of experts, the Secretary-General proposes the addition of one Political Affairs Officer (P-3) and two Associate Political Affairs Officers (P-2) to the Security Council Subsidiary Organs Branch. The addition of these Officers would provide enhanced support to the secretaries of sanctions committees, allowing the secretaries to spend more time working with the committee chairmen to proactively and strategically develop committee programmes of work for more effectively overseeing the sanctions regime. These posts would also allow more time for the committee secretaries to undertake analysis and provide inputs on cross-cutting issues directly related to sanctions, such as conflict resources and illicit arms trafficking. Secretariat support to the various expert sanctions monitoring bodies would also be enhanced, thereby leveraging Headquarters-based information and

administrative resources in support of very small groups, with three to five experts, assigned to very short mandates. This capacity would also allow the Security Council Affairs Division to develop a formal and comprehensive knowledge management system, as recommended by OIOS.

309. The existing committee secretaries need adequate support for day-to-day activities, such as documentation preparation and implementation of committee decisions, in order to focus effectively on providing advice to committee chairmen and members. Chairmen are elected members of the Security Council, with rotating two-year tenures. The institutional memory of committee secretaries is crucial to the effective functioning of committees and for developing a strategic and well-planned programme of work which can lead to enhanced oversight and implementation of sanctions regimes.

310. Other areas in which a strengthened Security Council Affairs Division/Security Council Subsidiary Organs Branch could better support committee activities include: the development of a manual on committee practice and procedure; further liaison with academia, which, in the past, has resulted in the production of widely acclaimed sanctions handbooks for a full range of practitioners; enhanced cooperation with international organizations, such as the International Civil Aviation Organization and the International Maritime Organization, among others; richer briefings and support to new Council members; better liaison with other United Nations departments and agencies; and the exploration in the area of sanctions and private industry, through improved liaison with the Global Compact Office.

311. The addition of the requested posts would also allow the Security Council Affairs Division/Security Council Subsidiary Organs Branch to further its work on an information management system to serve as a repository of all relevant source data assembled by the various panels of experts. Although the expert groups would undoubtedly benefit from such a system, its ultimate purpose is to provide a safe and structured archive for data on sanctions implementation called for by the Council. Even if the mandate of a given expert group comes to an end, the need to maintain and protect the data does not. In such cases, the Secretariat becomes the custodian of those archives and must be in a position to react to future requests for access to such information, which could come from other expert groups, Member States, or even international tribunals, such as the International Criminal Court. All of these activities are integral to the effective operation of the Security Council Affairs Division/Security Council Subsidiary Organs Branch, and thus additional regular budget posts would be required to deliver this optimal level of service.

312. The additional posts would help the Security Council Affairs Division/Security Council Subsidiary Organs Branch to provide enhanced support to the sanctions monitoring groups, thereby allowing them to deliver better products to the Council and, through the Council, to Member States. It should be underscored that, as in the case of the information management system described above, the functions the new staff members would perform would ultimately serve to strengthen the overall expert group mechanism as it exists now and in the future. In this way, some of the functions to be carried out under the new posts would be similar to those of the "best practices officer", who seeks to gather lessons learned from various groups in order to capture and codify it so that it might be accessible later on for new expert groups, or old expert groups with new members. This exercise is particularly important when dealing with bodies that are accorded such short mandates, and which must rotate personnel regularly in accordance with administrative instruction ST/AI/1999/7.

313. All three additional Officers would undertake similar core tasks. Each would work under the direction of the secretary (team leader) of the relevant committees to assist in the provision of substantive services to the relevant subsidiary organs, including by drafting meeting summaries, procedural notes, reports and outgoing correspondence. Moreover, they would provide administrative support to expert members of sanctions monitoring groups, including through the proofreading and editing of correspondence prepared by the experts, the collection and processing of information from the experts related to their programme of work and the dispatch of such information to relevant parties to ensure the uninterrupted workflow of experts even when they are in the field. In addition, they would assist in the maintenance and quality control of information management systems related to the work of the relevant committees and of related sanctions monitoring groups.

314. The new P-3 Political Affairs Officer would undertake the following additional tasks, in coordination with the secretary. The Officer would attend informal consultations of relevant subsidiary bodies in order to provide basic substantive and procedural guidance in the absence of the secretary. He/she would also liaise with the support of the chairpersons of relevant committees, other delegations, United Nations departments and specialized agencies, and international, regional and non-governmental organizations on matters pertaining to the work of the committees/other subsidiary organs concerned, including in connection with mandated field visits. In addition, the Officer would assist panels of experts in researching topics relevant to their mandate, including in the field, where appropriate. Moreover, he/she would accompany the members of the relevant Committee and/or expert group on field missions, assist panels of experts in researching topics relevant to their mandate using a variety of sources and research methods and support the work of senior officials by providing input on the latest trends and developments in the areas assigned.

3. Programme support

Additional resource requirements (before recosting): $2,093,300

Table 13

Additional resource requirements: programme support

(Thousands of United States dollars)

	Resources					
Object of expenditure	*2006-2007 revised appropriation*	*Growth (A/62/6)*	*Growth in the present report*	*Total before recosting*	*Recosting*	*2008-2009 revised estimate*
Posts	2 429.8	0.0	1 336.0	3 765.8	229.5	3 995.3
Other staff costs	183.5	36.2	—	219.7	14.2	233.9
Contractual services	434.9	(6.2)	—	428.7	27.8	456.5
General operating expenses	1 477.7	14.2	486.8	1 978.7	128.6	2 107.3
Supplies and materials	161.4	2.0	90.2	253.6	16.4	270.0
Furniture and equipment	363.8	(25.4)	180.3	518.7	33.7	552.4
Improvement of premises	—	0.0	—	0.0	—	0.0
Total	**5 051.1**	**20.8**	**2 093.3**	**7 165.2**	**450.2**	**7 615.4**

315. The Executive Office manages all the programme budget, staff administration and information technology needs of the Department of Political Affairs, working with a current complement of 3 Professional and 10 General Service staff members. It is the focal point for audit-related matters and general administration, such as physical space allocation and inventory management. The Department Executive Office also provides administrative support to 11 special political missions,[16] to the United Nations Liaison Office at Addis Ababa and to several political and good offices activities funded under the provisions of General Assembly resolution 60/249. Moreover, it plays an integral part in the critical start-up phase and assessment phases of operations, managed by the Security Council or the General Assembly, which are often politically sensitive and urgent, and where ingenuity and direction are needed to respond to critical requirements. In addition to its continuing administrative support for the Envoys and Representatives of the Secretary-General, during 2006 and 2007, it undertook notably complex tasks, including the set-up of the United Nations Mission in Nepal (UNMIN); tasks related to the appointment and function of the Special Envoy of the Secretary-General for the Lord's Resistance Army-affected areas and the Special Envoy of the Secretary-General for the Gambia; as well as programme budget implications for assessment missions and the Office for the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory. For the latter effort alone, hundreds of hours of Professional and General Service staff time were required, resulting in delays for the regular activities of the Office, including monitoring of accounts, review and quality control of other tasks and the timely processing of travel claims and personnel actions.

316. The Executive Office also provides backstopping of Security Council missions, including preparing cost estimates, identifying funds and arranging travel. Complex travel by the 15 members of the Council to locations such as the Democratic Republic of the Congo, Afghanistan, the Sudan and West Africa is time-consuming, requiring multiple changes and exchanges, and high-level coordination between the Executive Office, the Department of Management, the Security Council Affairs Division and the Department of Field Support. The travel of chairpersons of the sanctions committees, who travel on a regular basis, has increased, resulting in heavier workloads. The Executive Office also arranges travel of participants and servicing of conferences organized by the Division for Palestinian Rights, up to six times a year. In addition, the Executive Office administers nine active trust funds.[17]

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[16] Special Envoy of the Secretary-General for Myanmar, Special Adviser of the Secretary-General on Cyprus, Special Adviser of the Secretary-General on the Prevention of Genocide, Personal Envoy of the Secretary-General for Western Sahara, Special Envoy of the Secretary-General for the Implementation of Security Council resolution 1559 (2004), Monitoring Group on Somalia, Panel of Experts on Liberia, Group of Experts concerning Côte d'Ivoire, Group of Experts concerning the Democratic Republic of the Congo, Panel of Experts on the Sudan and Analytical Support and Sanctions Monitoring Team.

[17] Trust Fund for Preventive Action, Trust Fund for Special Missions and Other Activities Related to Preventive Diplomacy and Peacemaking, Trust Fund for Peacebuilding in Somalia, Trust Fund to Support the Distinct Entity Created to Provide Security for the United Nations, Trust Fund in Support of the Activities of the Secretary-General's Special Representative to the Great Lakes Region of Central Africa, Trust Fund for Negotiations to Find a Comprehensive Settlement of the Georgian/Abkhaz Conflict, United Nations Trust Fund for Electoral Assistance, Trust Fund for Updating the *Repertoire of the Practice of the Security Council*, Trust Fund in Support of the Activities of the United Nations Peacebuilding Support Office in Guinea-Bissau.

These added tasks include the recruitment of staff and consultants, and the organization of workshops, and conferences. Approximately 50 active projects (one such project is the mediation support activities, which entails, inter alia, issuance of several staff contracts, consultancy contracts, travel and organization of regional consultation meetings), for which spending authority amounting to over $25 million in the biennium 2006-2007 has been granted, require various degrees of ongoing administrative support. Added emphasis is needed on reporting requirements and the Department of Political Affairs must provide similar levels of reporting to donors as do other departments.

317. The information management team is also located within the Executive Office structure. The team assists some 350 users, which include all staff of the Department and consultants funded from special political missions and extrabudgetary funding sources.

318. The workload of the Executive Office is determined by different components, such as the number of staff administered and financial and budgetary management issues such as the number, level and complexity of the accounts administered.

319. Staffing levels in the Department have been steadily increasing and it must be borne in mind that the Executive Office administers all requests for the recruitment, selection and processing of temporary mission replacements, as well as all staff funded under the provisions of General Assembly resolution 60/249, from special political mission budgets and voluntary contributions in addition to the regular work of the Executive Office. In parallel, 16 posts were added under the regular budget during the 2005/2006 budget cycle, increasing the total number of regular budget posts to 220 without a concomitant increase in staff in the Executive Office.

320. The Department is constantly called upon to provide support to new operations, which require funding under the provisions of General Assembly resolution 60/249 or voluntary contributions. The Executive Office is frequently called upon to provide assistance to programme managers on the formulation of budget proposals for the programme budget and special political missions and to programme voluntary contributions. A large amount of these resources is provided on an annual basis, which strains the staff resources in the Executive Office.

321. As with other parts of the Department of Political Affairs, the staffing of the Executive Office has not increased in proportion to the growing responsibilities, both at Headquarters and in the field. The inadequate staffing of the Office relative to its tasks has been noted repeatedly by OIOS in its recent reviews of the work of the Department.

322. To correct the inequity between requirements and resources now inhibiting the performance of the Executive Office, and to allow the Office to be proactive rather than reactive, the Secretary-General proposes to strengthen it with the reclassification of its Executive Officer and the augmentation of its staff. The Secretary-General also intends to establish a Special Mission Support Unit within the Executive Office to serve as a core capacity to support Department-led special political missions, including start-up and liquidation. The modest staff increase for the core Office would strengthen the areas of personnel management, finance and budget administration, and information and technology functions. It is noteworthy that other Executive Offices within the Secretariat that support departments with

structures similar to that of the Department of Political Affairs all have larger staffing components.

(a) Additional post resources

Executive Officer (reclassification from P-5 to D-1)

323. Bearing in mind the Secretary-General's intentions to strengthen administration and management under the auspices of the Office of the Under-Secretary-General, the post of the Executive Officer, currently at the P-5 level, would be reclassified at the D-1 level. The reclassification is warranted given the complexity and range of responsibilities undertaken by the Executive Officer of the Department of Political Affairs. The Executive Officer plays an integral part in the Department's senior management team and assists the Under-Secretary-General and the regional Divisions to better implement their programming.

324. Commensurate with an increase in activities requiring administrative and financial support, the Executive Officer is increasingly called upon to take on complex and costly responsibilities (such as the start-up phase of new missions). The Executive Office in the Department of Political Affairs is rather unique in the way it supports its departmental budget activities and several activities emanating from both the special political missions budget and activities funded under the provisions of General Assembly resolution 60/249, involving Envoys and Representatives at the highest level and their related activities. Most of these activities are very politically sensitive and require high-level interaction, precision and speed for accurate administrative support. The intricate work of the Executive Officer does not correspond to the current level of the post (compared to similar positions throughout the Secretariat), given the degree of autonomy and authority required for the implementation of decisions of the legislative authorities and the Secretary-General. On average, the Executive Office provides administrative support to five operations funded under the provisions of General Assembly resolution 60/249. A large number of those operations become special political missions and the Department's Executive Office provides the principal administrative support to these operations until such time when the Department of Field Support is able to take over the administrative support function. For example, the Office of the Personal Representative of the Secretary-General for Nepal was administered by the Executive Office until allotments were issued to UNMIN and it currently supports the Office and the activities of the Special Envoy of the Secretary-General for the Lord's Resistance Army-Affected Areas until such time when the Department of Field Support will provide administrative support to this activity. It is not unusual that these activities change their status more than once during the first year of operation, which requires the preparation of updated budget documents and complex negotiations within the Department and with key partners both inside and outside the Secretariat. In addition to current responsibilities, which include assisting the Department's leadership in budget planning, finance, human resources and all aspects of administration, as well as overseeing the work of the Executive Office and the Information Management Team, the reclassified Executive Officer would also supervise the work of the proposed special political mission support unit and would be responsible for increased staff levels and all related administrative responsibilities, including supporting the Under-Secretary-General with the implementation of enhanced mobility and improved levels of accountability and oversight throughout the Department.

325. As the principal certifying officer in the Department, the Executive Officer is the main adviser on administrative matters, including intricate and complex financial matters which require frequent interaction at senior levels throughout the Department and the Secretariat as a whole. Given the broad mandate of the Department and the increased burden and workload, the reclassification is necessary to ensure greater authority and capacity both by the Executive Officer and within the Department.

Special Political Missions Support Unit

326. The Secretary-General is proposing the establishment of a core Special Political Missions Support Unit within the Executive Office, to perform administrative oversight and support for all Department-led special political missions, as it is his belief that such missions form a core part of the activities of the Department and that there have been deficiencies in the past in this area, as referred to in the report of OIOS (A/61/357, para. 28). The Unit would work in close cooperation with the Department of Field Support, where required. It would also ensure more coherent, effective and responsive support to the 11 missions already directly administered by the Executive Office,[16] which includes support to several Special Envoys and sanctions panels. The Secretary-General is therefore proposing that the core of the Unit be funded from the regular budget, as there will always be a set of activities that need to be carried out by experienced administrative Professional staff to ensure adherence to United Nations rules and regulations and sufficient oversight in fast-moving and urgent situations.

327. It should be recalled that in view of the very limited resources of the Department's Executive Office, OIOS in 2004 recommended that the administration of larger field-based special political missions be provided by the Department of Peacekeeping Operations. The Department of Field Support currently provides administrative support for 10 field missions led substantively by the Department of Political Affairs. While this arrangement is working well for field missions, it cannot apply to the smaller special political missions where the Department's Executive Office has both more experience and comparative advantages. The Department of Field Support would not be in a position to support the 11 New York-based special political missions currently administered by the Executive Office, as these smaller, New York-based missions would never be able to compete for the attention given to the administration of large peacekeeping operations and field-based special political missions by the Department of Field Support. While OIOS has noted the lack of communication and coordination between the Department of Peacekeeping Operations and the Department of Political Affairs on the administration of large field-based special political missions, neither the Department of Political Affairs nor the Department of Field Support have the required infrastructure or resources at their disposal to adequately plan, direct and sufficiently interface with each other for the support requirements of field-based special political missions. Increased resources would offset this problem and more formal means of communication are being developed between the Department of Field Support and the Department of Political Affairs to ensure more adequate support.

328. Because of a lack of staff in the Department's Executive Office, Political Affairs Officers in the regional Divisions are often required to take on administrative responsibilities, such as extensive follow-up with the Department of

Field Support and the respective missions on personnel administration, detailed discussions on budget formulation and tracking of implementation of allotments, discussions on travel arrangements and settlements, and discussions with individual experts on their respective fees, effectively chasing out substantive responsibilities. They are, in fact, required to take on support planning and day-to-day interaction with the Department of Field Support, without the benefit of either sufficient time or the technical knowledge of the work to be done. Workplace statistics show that within the current arrangement, some Political Affairs Officers in the Department of Political Affairs maintain a burden of backstopping two to three special political missions and the responsibility for several country-specific desks. This arrangement has proven highly inefficient and ineffective, while consuming the time of Political Affairs Officers, which should be spent on substantive work. It has been detrimental to both the administrative and substantive operations of missions and generally disruptive of the Department's own core functions. This is the opportunity to transfer these administrative functions to the Executive Office where this type of expertise should be available and this arrangement would better serve the special political missions and the Department as a whole.

329. As OIOS pointed out following its recent review of support for special political missions (E/AC.51/2007/2/Add.4), the depth of the issues pertaining to the administration of such missions requires focused resources and new processes.[18] The Unit would comprise a Team Leader (P-4), a Budget-Finance Officer (P-3), an Administrative/Personnel Officer (P-3) and four Administrative Assistants (General Service (Other level)) who would provide the Executive Office with additional capacity to undertake some of the tasks needed to ensure proper planning and address day-to-day operational support requirements, as well as to ensure improved reporting and budgetary oversight (given that special political missions now have budgets amounting to an approximate total of $350 million per year), as called for in the report of OIOS on the audit of the management of special political missions by the Department of Political Affairs (A/61/357, paras. 28-31). In the report, OIOS pointed out deficiencies in oversight of the Department's field missions and lack of evidence that reviews had been performed and communicated, and that the little review that was performed was only conducted by Political Affairs Officers, not by personnel with technical abilities to do so, such as Budget Officers. This resulted in the poor quality of budget proposals, which, in turn, slowed down the budget process.

330. The proposed core special political mission Unit would provide budget, personnel and logistical elements to support all Department-led special political missions and relieve the desk officers of the administrative responsibilities, in line with the recommendations referred to above of OIOS and the Committee for Programme and Coordination. This centralized support unit would provide the essential daily coordination and collaboration with the Department of Field Support regarding support for Department of Political Affairs-led but Department of Field Support-administered special political missions, which, to date, have not been

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[18] OIOS notes in para. 44 of the report that "The proliferation of envoys over the past 10 years is mirrored in the ad hoc nature of their support systems, which are highly dependent on the individuals concerned … [This] may not represent the optimal support structure to achieve envoy objectives, and in part it reflects a modus operandi within the Department that is reactive, leaving little time or opportunity for strategic thinking on how to maximize their effectiveness, management and support."

clearly managed, leading to confusion, duplication and inefficiency. The Unit would provide a central management service for all Department of Political Affairs-led special political missions, including budget preparation and monitoring of budget execution and personnel. It would also provide a direct link for coordination and communication with other departments to better meet immediate time-sensitive demands, as well as develop long-term training plans and development needs for missions in close coordination with the training focal point in the new Policy and Mediation Support Division. In addition, it would form a link between the regional Divisions, which provide substantive support to all the missions, and the Department of Field Support personnel, providing logistics, personnel and other support.

331. The Unit would also act as an intermediary between the Department of Political Affairs and the Department of Field Support on financial matters, in order to ensure monitoring and accountability at all levels. This would correct the current absence of financial monitoring by the Executive Office of these missions administered by the Department of Field Support. With special political missions currently operating with budgets of this magnitude under the responsibility of the Department of Political Affairs, it is important for the Department to be able to track budget implementation, which cannot possibly be performed by a Political Affairs Officer, who should be focusing on substantive priorities.

332. The proposed Special Political Missions Support Unit is envisaged to put in place the mechanism required to facilitate the interaction needed among all these actors on strategic planning and day-to-day operational matters and would constitute a more robust form of integration and coordination.

333. The proposed Team Leader of the Special Political Missions Support Unit (P-4) would be responsible for assisting the Executive Officer in ensuring that there is sufficient day-to-day support to Department of Political Affairs-led special political missions, leading the work in the Unit. The Team Leader would coordinate and provide oversight for managerial, logistical and financial responsibilities that accompany the operations and running of special political missions. He/she would take the lead in the administrative aspects of the Department's special political missions budget exercise, working closely with the Senior Political Affairs Officer in the Office of the Under-Secretary-General, who would have the substantive lead. The incumbent would coordinate the implementation of mission budgets (expenditure levels), programme budget outputs and planned resource usage and staffing needs, and would propose and coordinate administrative action. He/she would interface directly with staff members at the appropriate level within the special political missions, the Department of Political Affairs and the Department of Field Support.

334. The proposed Budget/Finance Officer (P-3) would be directly responsible for the financial monitoring and implementation of all Department of Political Affairs-led special political missions. This need was highlighted by OIOS when it called for increased financial and budgetary oversight of special political missions by the Department of Political Affairs. With missions of this magnitude under the responsibility of the Department of Political Affairs, it is important for the Department to be able to track budget implementation, which cannot possibly be performed by a Political Affairs Officer, who concentrates on the substantive implementation of the mission. The Budget Officer would act as an intermediary

between the Department of Political Affairs and the Department of Field Support on financial matters, in order to ensure monitoring and accountability on all levels. He/she would directly oversee the day-to-day financial management of the 11 missions administered by the Department of Political Affairs, as well as provide tracking of overall financial and budgetary implementation of the special political missions under the administration of the Department of Field Support.

335. The proposed Administrative/Personnel Officer (P-3) would be responsible for the planning, coordination and oversight of all personnel-related activities of Department of Political Affairs-led special political missions. The Executive Office currently provides administrative support to approximately 20 special political missions posts. It is also tasked with the administration of about 45 experts and consultants attached to the sanctions panels. Payments have to be effected and travel claims of very complex travel have to be settled in a timely manner. Complex and lengthy contractual negotiations are performed with the Office of Human Resources Management, owing to the unusual service arrangements under which the experts are engaged. The Administrative/Personnel Officer would be directly responsible for the day-to-day administration of these human resources. In addition, he/she would interface with the Department's regional Divisions and the Department of Field Support in order to ensure that staffing needs are met; coordinate administrative actions as they occur; provide essential administrative information to and from special political missions to inform the planning process, programme budget process and execution of operational activities; and provide liaison with other areas of the Department of Political Affairs and the Department of Field Support.

336. Four additional Administrative Assistants (General Service (Other level)) would provide administrative and logistical support to the Unit.

Finance and Budget Unit

337. It is proposed to establish a dedicated Finance and Budget Unit, comprising five posts (1 P-4, 1 General Service (Principal level), 3 General Service (Other level)).

338. The proposed additional Budget/Finance Officer (P-4) would assist the Executive Officer in the financial management and control of the regular core budget and extrabudgetary programmes of the Department. Considering the huge portfolio that is managed by the Executive Office, it is imprudent not to have a dedicated officer for this function. The current regular Departmental biennial budget amounts to approximately $62 million, and approximately $2 million is additionally administered under the provisions of General Assembly resolution 60/249. Moreover, allotments from the Department of Political Affairs trust funds in the amount of $25 million were issued in the biennium 2006-2007 (including at least 50 ongoing projects that require costing, monitoring, recruitment of staff and assistance in organizing conferences and workshops, among other activities, and financial obligations to the field). There is a need to have a staff member at the Professional level with a finance and budget background to assist the Executive Officer in these matters for proper accounting and accountability.

339. The existing Senior Budget and Finance Assistant (General Service (Principal level)) would backstop and provide principal support to the Executive Office in the area of finance and budget. Currently, this position provides the most senior support to the Executive Officer in the area of budget and finance, in the absence of

Professional staff allocated to the Finance and Budget Unit. With the approval of the proposed Finance and Budget Officer (P-4), it is envisaged that the incumbent of this post, among other duties, would provide guidance to more junior staff and review and approve routine work.

340. There are currently three Administrative Assistants (General Service (Other level)) supporting the Executive Office in all financial and budgetary aspects of the work. Although the Executive Office will also have to increase its capacity in order to deal with increased travel, processing of travel authorizations, tracking of related expenditures and timely certification of travel claims, no General Service (Other level) staff increases are foreseen under this Unit owing to the shift of current work assignments pertaining to special political missions from the finance/budget function in the Executive Office to the Special Political Missions Support Unit.

Personnel Administration Unit

341. It is proposed to strengthen the personnel administration currently comprising one Administrative Officer (P-4), one Senior Administrative Assistant and two Administrative Assistants (1 General Service (Principal level), 2 General Service (Other level)), responsible for assisting the Executive Officer in the personnel management of the Department with one additional Administrative Assistant (General Service (Other level)).

342. The additional Administrative Assistant (General Service (Other level)) would be required to handle the workload resulting from the administration and recruitment of additional staff put forward under this proposal as well as to have a dedicated staff member to assist the Executive Officer on general administrative matters, such as issuance of cell phones, parking administration, information and document flow in the office, filing, manning the front office, managing the Executive Officer's calendar and appointments, and other responsibilities.

Information Technology Unit

343. The Information Technology Unit/Information Management Team is responsible for supporting the information technology and communications needs of the Department, which also includes support to staff/consultants funded from the provision for special political missions and voluntary contributions. The Unit currently comprises three staff members (1 P-2, 2 General Service (Other level)) supporting approximately 350 end-users.

344. The existing Associate Information Systems Officer (P-2) designs, develops and maintains simple to moderately complex applications and utilities written in a variety of high-level computer languages, maintains and develops the Departmental Internet/Intranet sites, provides systems administration services for databases and higher-level systems administration support for servers/operating systems, liaises with external consultants to guide the development of software compatible with United Nations operating standards, acts as the backup representative to the Information and Communications Technology Board, represents the Department at all interdepartmental technical meetings, advises the Department on organization-wide information technology initiatives, liaises with and provides input to the Department of Peacekeeping Operations and the Information Technology Services Division in the implementation of initiatives and provides advice to the Department and individual divisions on software/hardware procurement decisions.

345. The two existing Information Technology Assistants (General Service (Other level)) are responsible for the primary LAN administration for the Department, the installation, maintenance, upgrades and support of Departmental servers, registering new users and assigning security rights for users to folders and databases, the backup of data, ensuring integrity of backups, as well as the transfer of backup media to the Information Technology Services Division for offside storage, for end-user hardware and software support for software/hardware not supported by the Information Technology Services Division, videoconferencing, assisting the Associate Information Systems Officer in gathering user requirements (for new applications) and testing applications, systems and equipment requirements for staff travelling on short-term assignments, liaising with the Information Technology Services Division to resolve problems particular to the Department's computing environment, for the procurement of hardware and software for all users and for maintaining the inventory of information and communications technology holdings.

346. It is proposed to strengthen the Unit with two additional Information Technology/Systems Assistants (General Service (Other level)) staff.

347. One additional post of Information Technology Assistant (General Service (Other level)) is requested in order to be able to provide support to the proposed increased number of staff in the Department in the areas highlighted in paragraph 319 above.

348. With the added emphasis of the Department on the development of its Intranet and Internet sites, one additional Information Systems Assistant (General Service (Other level)) would assist the Associate Information Systems Officer with the maintenance and development of the Departmental websites (Intranet and Internet) and would be responsible for providing basic technical support on relevant hardware and software systems applications, installing software and hardware according to specifications, providing basic support in the planning, specification, design, development, implementation and maintenance of customized application software systems; defining and specifying requirements; building, testing and modifying prototype application software based on detailed instructions; providing support on software development matters, including security, data integrity and recovery; assisting with needs assessment for new systems (including modifications to existing systems); and performing ongoing reviews with users and developers.

(b) Additional non-post resources

General operating expenses

349. Additional resource requirements requested under this heading relate to the proposed staff increases and amount to $486,800. The additional provision would provide for communications, including telephone, facsimile, pouch and postage charges ($270,400) and the maintenance of office automation equipment ($216,400) for support services (service level B) provided by the Information Technology Services Division, Office of Central Support Services.

Supplies and materials

350. Additional resource requirements requested under this heading relate to the proposed staff increases and amount to $90,200 for office supplies and materials.

Furniture and equipment

351. Additional resource requirements of $180,300 relate to the acquisition of office equipment in connection with the proposed staff increases.

IV. Section 28D, Office of Central Support Services

Additional resource requirements (before recosting): $4,184,700

Table 14
Additional resource requirements by object of expenditure
(Thousands of United States dollars)

	Resources					
Object of expenditure	*2006-2007 revised appropriation*	*Growth (A/62/6)*	*Growth in the present report*	*Total before recosting*	*Recosting*	*2008-2009 revised estimate*
Posts	86 103.7	448.9	—	86 552.6	5 315.0	91 867.6
Other staff costs	2 171.7	1 696.6	—	3 868.3	251.7	4 120.0
Consultants and experts	598.9	(269.8)	—	329.1	21.3	350.4
Travel of staff	732.1	74.6	—	806.7	52.3	859.0
Contractual services	21 704.8	5 188.4	—	26 893.2	1 748.8	28 642.0
General operating expenses	120 170.5	100.3	3 545.8	123 816.6	9 412.9	133 229.5
Hospitality	11.0	—	—	11.0	0.8	11.8
Supplies and materials	3 385.0	185.7	—	3 570.7	232.2	3 802.9
Furniture and equipment	8 799.9	(3 631.8)	638.9	5 807.0	377.6	6 184.6
Grants and contributions	1 731.2	(1 731.2)	—	0.0	—	0.0
Total	**245 408.8**	**2 061.7**	**4 184.7**	**251 655.2**	**17 412.6**	**269 067.8**

General operating expenses

352. Additional resource requirements requested under this heading relate to provisions in connection with the rental of office space ($1,983,000) as well as required alterations to premises ($1,562,800) in connection with the proposed staff increases based on standard common services cost.

Furniture and equipment

353. Additional resource requirements of $638,900 provide for the acquisition of office furniture and equipment for the newly proposed staff based on standard common services cost.

V. Section 35, Staff assessment

Additional resource requirements (before recosting): $2,136,100

Table 15
Additional resource requirements by object of expenditure
(Thousands of United States dollars)

	Resources					
Object of expenditure	*2006-2007 revised appropriation*	*Growth (A/62/6)*	*Growth in the present report*	*Total before recosting*	*Recosting*	*2008-2009 revised estimate*
Other	436 347.5	6 438.3	2 136.1	444 921.9	19 110.9	464 032.8
Total	**436 347.5**	**6 438.3**	**2 136.1**	**444 921.9**	**19 110.9**	**464 032.8**

354. Additional resource requirements of $2,136,100 would provide for staff assessment resulting from the proposed post changes contained in the present report.

VI. Action required of the General Assembly

355. **The General Assembly is requested to:**

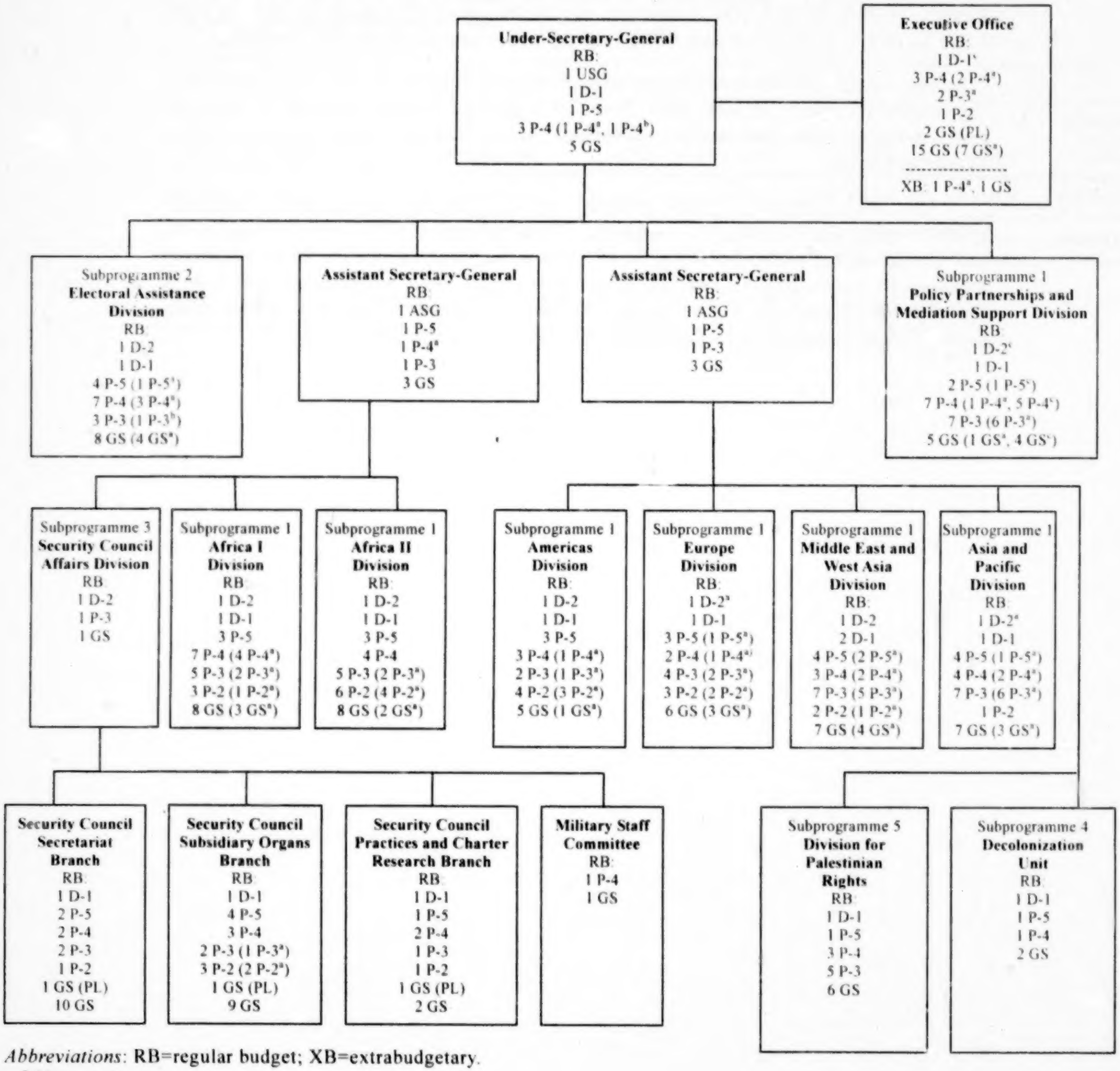
(a) **Approve the establishment of 96 new posts (3 D-2, 5 P-5, 18 P-4, 27 P-3, 15 P-2, 28 GS (OL)) and the reclassification of 4 posts (1 D-1 to D-2, 1 P-5 to D-1, 1 P-3 to P-4 and 1 P-2 to P-3) under section 3, Political affairs;**

(b) **Approve the establishment of five new posts (1 P-5, 1 P-3, 3 LL) and the reclassification of one post from D-1 to D-2 under section 1, Overall policymaking, direction and coordination, for the United Nations Liaison Office at Addis Ababa;**

(c) **Appropriate a total amount of $21,036,100, comprising $439,200 under section 1, Overall policymaking, direction and coordination, $14,276,100 under section 3, Political affairs, $4,184,700 under section 28D, Office of Central Support Services, and $2,136,100 under section 35, Staff assessment, offset by a corresponding amount under income section 1, Income from staff assessment, under the proposed programme budget for the biennium 2008-2009.**

Annex

Department of Political Affairs: revised organization chart and post distribution for the biennium 2008-2009*


Under-Secretary-General
RB:
1 USG
1 D-1
1 P-5
3 P-4 (1 P-4[a], 1 P-4[b])
5 GS
Executive Office
RB:
1 D-1[c]
3 P-4 (2 P-4[a])
2 P-3[a]
1 P-2
2 GS (PL)
15 GS (7 GS[a])
XB: 1 P-4[a], 1 GS
Subprogramme 2
Electoral Assistance Division
RB:
1 D-2
1 D-1
4 P-5 (1 P-5[c])
7 P-4 (3 P-4[a])
3 P-3 (1 P-3[b])
8 GS (4 GS[a])
Assistant Secretary-General
RB:
1 ASG
1 P-5
1 P-4[a]
1 P-3
3 GS
Assistant Secretary-General
RB:
1 ASG
1 P-5
1 P-3
3 GS
Subprogramme 1
Policy Partnerships and Mediation Support Division
RB:
1 D-2[c]
1 D-1
2 P-5 (1 P-5[c])
7 P-4 (1 P-4[a], 5 P-4[c])
7 P-3 (6 P-3[a])
5 GS (1 GS[a], 4 GS[c])
Subprogramme 3
Security Council Affairs Division
RB:
1 D-2
1 P-3
1 GS
Subprogramme 1
Africa I Division
RB:
1 D-2
1 D-1
3 P-5
7 P-4 (4 P-4[a])
5 P-3 (2 P-3[a])
3 P-2 (1 P-2[a])
8 GS (3 GS[a])
Subprogramme 1
Africa II Division
RB:
1 D-2
1 D-1
3 P-5
4 P-4
5 P-3 (2 P-3[a])
6 P-2 (4 P-2[a])
8 GS (2 GS[a])
Subprogramme 1
Americas Division
RB:
1 D-2
1 D-1
3 P-5
3 P-4 (1 P-4[a])
2 P-3 (1 P-3[a])
4 P-2 (3 P-2[a])
5 GS (1 GS[a])
Subprogramme 1
Europe Division
RB:
1 D-2[a]
1 D-1
3 P-5 (1 P-5[a])
2 P-4 (1 P-4[a])
4 P-3 (2 P-3[a])
3 P-2 (2 P-2[a])
6 GS (3 GS[a])
Subprogramme 1
Middle East and West Asia Division
RB:
1 D-2
2 D-1
4 P-5 (2 P-5[a])
3 P-4 (2 P-4[a])
7 P-3 (5 P-3[a])
2 P-2 (1 P-2[a])
7 GS (4 GS[a])
Subprogramme 1
Asia and Pacific Division
RB:
1 D-2[a]
1 D-1
4 P-5 (1 P-5[a])
4 P-4 (2 P-4[a])
7 P-3 (6 P-3[a])
1 P-2
7 GS (3 GS[a])
Security Council Secretariat Branch
RB:
1 D-1
2 P-5
2 P-4
2 P-3
1 P-2
1 GS (PL)
10 GS
Security Council Subsidiary Organs Branch
RB:
1 D-1
4 P-5
3 P-4
2 P-3 (1 P-3[a])
3 P-2 (2 P-2[a])
1 GS (PL)
9 GS
Security Council Practices and Charter Research Branch
RB:
1 D-1
1 P-5
2 P-4
1 P-3
1 P-2
1 GS (PL)
2 GS
Military Staff Committee
RB:
1 P-4
1 GS
Subprogramme 5
Division for Palestinian Rights
RB:
1 D-1
1 P-5
3 P-4
5 P-3
6 GS
Subprogramme 4
Decolonization Unit
RB:
1 D-1
1 P-5
1 P-4
2 GS

Abbreviations: RB=regular budget; XB=extrabudgetary.

[a] New posts.

[b] Reclassified posts.

[c] Redeployed posts.

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* Posts proposed for the biennium 2008-2009 and contained in A/62/6 (Sect. 3) are shown as existing posts.